



2007 Alaska Dialogue



*“Emerging Leadership in an
Exceptional State”*

A summary report on the Alaska Dialogue, 2007

By Nils Andreassen, Coordinator

We are pleased to announce the successful completion of the 2007 Alaska Dialogue “*Emerging Leadership in an Exceptional State*”. This year’s Dialogue built on the comments from participants from last year, as well as from others during preliminary brainstorming meetings this year. All called for greater inclusion of young leaders and minority groups. Taking into account the themes that resonated with young people, we tried to capture past enthusiasm while addressing the leadership challenge facing the state.



We did our best to create a platform where emerging leaders could “walk with” past leaders – men and women who participated in the constitutional convention, in the first years of the State legislature, with ANCSA, the oil pipeline construction and the post-pipeline era. In this, we wanted to engage young leaders in past achievements through the stories of battles that past Alaskans have fought and, for the most part, won.

The degree to which our approach was successful was evident. The generation gap between attendees was the most pronounced of differences, yet we heard from past attendees and leaders of their gratitude to have the opportunity to meet over 50 emerging leaders from throughout the state. Someone referred to this as a gift, representative of the hope for a future that previous generations had worked for so long to secure. The young people were just as enthusiastic, with many expressing awe at being included in the same room and at the same table as an older generation that had literally created the Alaska we know.

During the weekend, we addressed issues of statesmanship, energy, and diversity, hearing from excellent panelists and engaging emerging leaders in some issues that were new to them. We heard strong, yet balanced, views from people with generally diverse, and often powerful, messages.

Prior to the Dialogue, we learned that the energy issue was not high on the list of priorities that interested younger participants. It was one of the goals of the organizers to introduce this issue in a way that the next generation could see its relevance. Energy, both its production and consumption, is at the heart of Alaska. The production of North Slope oil fills the state’s coffers with much-needed revenue. At the same time, with the high price of

electricity and diesel fuel, consumption in rural Alaska is punishing communities, driving many rural residents to move to urban centers. A number of today's leaders were more than willing to encourage the next generation to take the energy issue and do something innovative with it.

From the perspective of statesmanship, which many people spoke to, we wanted to focus on the idea of putting Alaska first. This is rooted in Alaska being an "Owner State," where our state resources are owned by the people, with the revenue from those resources helping our people and communities. Alaskans, as statesmen, need to think through how to translate that wealth into the wealth of all, transcending politics, partisanship and special interests. Leadership in Alaska is defined by those individuals who rise to challenges, recognize opportunity, and understand their responsibility to the people of Alaska.

The young people who attended recognized diversity as one of their main interests. For emerging leaders, many of whom come from diverse backgrounds, it's time for Alaska to recognize the changing nature of the Alaska "we".

Alaska can build on the strengths found in diversity and work hard to better include the many minority peoples that live here and call themselves Alaskans. Because they are! Many strong voices were given a chance to speak to this issue, and the panelists who addressed this issue were commended for being some of the strongest and most articulate of the Dialogue.

The response was overwhelmingly in favor of continuing to broaden our attendance base to include younger leaders, and the Institute of the North has agreed to host an annual spring Dialogue on the theme of emerging leadership. Meanwhile the fall Dialogue in Talkeetna will maintain its tradition of addressing the many, changing issues facing Alaskans. In this, we will work to find the resources necessary to continue the more inclusive nature of this year's outstanding session.



A Toast to Alaska

During our Toast to Alaska, many Alaska leaders were invited to speak to their ideas of integrity, statehood, scholarship, development, challenges, respect and innovation. In all, their words were thoughtful, powerful, inspiring and disturbing.

Our state is one of phenomenal leadership – leadership that goes back to the original inhabitants of Alaska. We have always responded dynamically to opportunities, as well as crises. Today we have our latest challenge, that of the crisis of integrity in our legislature. Again, this presents a unique opportunity for the emerging leaders today. Lead with integrity, and the future is yours.

In the early days, we made sure to support our institutions with professionals. When we look at the abundant resources that we as Alaskans are proud of, it's my children's and grandchildren's. There is no reason to stand for corruption, when we have so much to be grateful for and protect.

We do Alaska a great service when we invest in our people. Our constitution is designed to guarantee this. We must believe that education can be a transformational force in people's lives. Looking forward we can see a workforce crisis if we do not act now. Every single one of us has a responsibility to focus on this future. Education is the business, not only of educators, but of employers and community leaders.

Our state is unique, and we face unique challenges. One of our greatest strengths is our Alaska Native peoples, an indigenous culture whose knowledge is needed by the rest of humanity. Alaska Natives live for a reason – to attain harmony. They do so through their humanity, this is their greatest challenge and their greatest strength. The government has spent a lot of money to solve problems for Alaska Natives. There is no amount of money that can solve problems that only the people themselves can solve. Work with Alaska Native tribes and corporations to bring rural regions up to the same social and political levels as the rest of the state.

Resource development defines much of Alaska. Our unique opportunity is to manage resources around our traditional subsistence way of life, with the goal being that we are able to address regional social issues. We guarantee this way of life by prioritizing the protection of resources and land, collaborating with partners, and working on Alaska hire and workforce development.

Our culture says that our humanity is involved in respect. We show respect to our elders because to be good human beings we must learn from those before us. It is this respect that shapes our responsibilities when it comes to further development

As Alaskans we have a history of innovation. The Trans-Alaska Pipeline, the Permanent Fund Dividend, and the Alaska Native Claims Settlement Act are all excellent examples. We have a future before us that requires us to live up to this heritage by filtering what we do through values of integrity, scholarship, humanity and respect, as well as remembering our fight for statehood, our experience with development, and the challenges we have faced and overcome.

Connecting Alaska's Energy Resources with Alaska's People

Energy is a critical issue to Alaskans – we have significant energy wealth and significant energy poverty. We need to be innovative and forward-thinking when considering strategies for any energy plan. It is necessary in Alaska to invest resources in the creation of new resources. We should use an integrated systems energy approach to consider the three components of rural energy: heating, transportation and electricity; and look at how to integrate this with other infrastructure.

Alaska needs a vision for the future, a future that extends more than ten or twenty years, so that we can plan now on how to get there. We have the most renewable resources of any state, for which there is considerable risk management involved. Oil and gas will not continue to be abundant, with worldwide demand for energy quadrupling by the end of the century. We face an uncertain future already with dramatic changes affecting Alaska because of climate change. We should start thinking now about a carbon tax. Renewable resources can ensure stable energy prices over time; extractive sources will continue to fluctuate. Alaska must have a policy in place regarding renewables. It is already crisis time in rural communities – costs are too high and solutions are not coming quickly enough.

Our primary job as Alaskans is to connect resources to people. We are rich in energy resources; unfortunately, these resources aren't near communities. As an Arctic state, heat and light are not discretionary – we must have both to have sustainable communities. The current system relies on an abundance of oil and gas. While we can't influence the price of gas, we can influence the availability to the state. This isn't a problem that can be solved by a state agency. It must be addressed by Alaska's private, public, and Native organizations, all of whom need to think about public resources with an ownership role – as part of the Commons.

In urban areas of the state there is little recognition, and no real comprehension, of what it takes to survive in rural Alaska. There is no context with which to view high unemployment, a high cost of living, and high rates of teen pregnancy, substance abuse, and suicide. Rural Alaskans are struggling as they confront numerous social challenges, even as they try to take advantage of opportunities seen in responsible resource development. The high costs of energy in rural Alaska should matter to all Alaskans.

The next generation has a different view of energy, focusing on issues of conservation and efficiency. We should be looking at how to reduce our impact on the environment, how our actions right now can have a great impact. As part of the larger picture, Alaska could be a global leader in how it views energy production and consumption. It will take vision and courage but we have what it takes.

Energy has been a priority for Alaskans for decades now, and after 30 years, nothing has changed – we have not succeeded in reducing the price of energy in rural Alaska nor increased the opportunity for natural gas production. There are so many things we could be doing, and aren't. There needs to be a better working relationship with industry; there has to be options for waste energy; we should have spin turbines in the trans-Alaska pipeline; and we could remove propane from the oil before it's sent Outside. Yes, there needs to economic stability for any project, but we need to plan now for the future, we need to work together for all of us, and we need to treat the high cost of energy in rural Alaska as an issue that affects us all.

Building a Community of Alaskans

Alaska is composed of many communities that base their relationships and their decisions on communal rather than individual properties. We encourage a strong sense of community by talking to communities and celebrating their diversity. Indeed, there is a cultural competency that is required in a new Alaska, emphasizing cultural and ethnic backgrounds, as well as life experiences.

Alaska's first minority people, its Alaska Natives, retain their spirituality as human beings, making them what they are. Poverty has become a resource in rural villages. We use poverty to qualify people for aid, dependent on poverty for homes, education, health and food. Alaska Natives must fix their problems, not government money. Using poverty as a resource must be addressed and changed. The inhabitants of rural Alaska should be the richest in the Union; instead they are the poorest. The state must change its attitude and posture against the native people. Recognize Alaska Natives, call us by our tribal names – not as "rural", integrate Alaska Natives into the rest of the state, and work with us to empower us. Let Alaska Natives end domestic abuse, substance abuse, suicides and unemployment. Engage Alaska Natives rather than ignoring them. The state has nothing to fear from its native people – "we will never fight the state, we own the state".

Hispanics are the fastest growing minority group in the nation, with a population of around 30,000 in Alaska. Poverty, crime, and low education are characteristic of Hispanic communities in the US. This is not so in Alaska. Here Hispanics are working hard to become Alaskan, learning English, making education a priority, and participating in public policy decisions.

Alaska should embrace this culture, dispel the negative stereotypes that come up from Outside. We can do this by creating mentorship and scholarship programs for young minorities, actively seeking and involving minority leadership in civil government, and helping to create a positive environment for small business development.

It's been proven that homogenous groups don't handle conflict as well as heterogeneous groups, because in a mixed group of people conflict is expected, planned for, and embraced as a positive opportunity for growth. Diversity doesn't always feel comfortable and it doesn't equal a lack of productivity. As individuals and as a community we can bring productive discomfort into our lives as an effective growth mechanism. We must add change and color to our lives if we want diversity to have an impact on our future. Alaska has to make room for the new faces and thoughts at the table and it will take courageous leaders and concerned citizens to recreate our sense of an Alaska identity.

Many minorities that live here today are second and third generation. They are Alaskans who have grown up here, have raised their parents here, and have worked hard to maintain their identity and connection to a home country that many have only heard about. There is a great deal of intergenerational conflict between parents and children because parents are confused about the system and the children are busy assimilating. Because of this, many emerging leaders from minority backgrounds have great leadership potential. They see their future in Alaska and their culture as an asset to Alaskans.

In Anchorage we see every day that strength in diversity. We see a school district that constantly reinvents itself to welcome new children and new minorities. It is also a school district that is constantly confronted with managing social issues. Here, the challenge is partnering with the community, reaching out early and working with the community to find the right fit for the child.

“Public” leadership is leadership imposed on minority groups in Alaska. To gain the respect and the trust that we all need Alaskans must demonstrate a cultural competency – know how relationships are formed, engaged, broken and healed in their communities. There is a lot to be said for knowing enough about a community that you can state your intentions and avoid a breach. You must prove your authenticity, represent a community's interests, exhibit mainstream validity, and “come back home” – allow the public's ideas and concerns to be raised before other public leaders.

Platform for the Future—Hearing from Emerging leaders

“This is an extraordinary opportunity and I hope that this emerging leader concept continues into the future.”

“We should continually re-examine what we discussed here to build on the future Dialogues.”

“The action items identified here truly demonstrate the importance of grass-roots efforts.”

“We should shorten the time between emerging leader gatherings.”

“This weekend has been very beneficial because of the networking opportunities.”

“We must remain focused on the tasks ahead.”

“I am humbled by the passion that is in this room and the drive to succeed.”

“We don’t need you to move out of the way, we need you to scoot over so we can walk with you.”

“Listening is essential to understanding your community’s needs, to serving your community, and to becoming a leader.”

“New leaders of today need to go to rural Alaska to learn of rural needs.”

“Disagreements can be barriers to relationships; we need to bury the hatchet.”

“I’ve witnessed bribery and corruption, good ideas ignored, bad ideas applauded; I live in a state with substantial substance abuse and suicide problems, and I don’t see anyone coming up with lasting solutions.”

“To fellow emerging leaders – step up and work with existing leaders, but don’t be afraid to step over if that leader does not uphold principles.”

“We must build on the representation that we see here, finding new and better ways to support inclusion.”

“I have been rejuvenated and reminded of the leadership skills that I have been taught; I need to remain aware of the pressing issues the state faces and my role.”

“All leaders are human. At first I was timid, but I realized that this is my country and this is my state.”

“From the past and existing leaders that we have learned from, I have gained this: do things for the greater good, speak my mind, believe in a vision, find something I’m passionate about, own up to my mistakes, see the state as a whole, call things like I see them, know when to say “bullshit”, and respect the humanity of others.”

“Resources belong to current and future Alaskans. We need to move that wealth into infrastructure, health care, education and an energy plan.”

“Leadership is a long journey, but the Dialogue is one of the opportunities along the way.”

“We have allies.”

Remarks from Governor Sarah Palin

Governor Sarah Palin, the first sitting Governor to join us for a Dialogue, was able to listen to some of the comments that emerging leaders made regarding the future. Later, she was introduced and acknowledged for her passion and heralding in of change, as well as her willingness to work with leaders as mentors. Governor Palin shared with us her desire for positive solutions to the issues facing the state. She spoke briefly about the natural gas pipeline, but was very adamant about the need for leadership with integrity and a collaborative effort. For this Alaskans will have to put partisanship aside and work hard to succeed. We cannot take our oil resources for granted; therefore we must take care of business without procrastination. Alaskans deserve to have confidence in the system and we need to approach the coming months with enthusiasm and optimism.



Goal: Affordable energy with long-diversified energy economy that ensures Alaska			
		Grassroots/Community Level	Middle ground/Regional Coordination
	START Short Term (w/in next year)	<p>Energy education in the schools</p> <p>Promote energy awareness within the businesses and institutions (energy efficiency)</p> <p>Identify and quantify local needs and potential energy resources to meet those needs</p> <p>Identify potential funding sources for community energy projects</p>	<p>Identify existing and develop new energy in regions across the state</p> <p>Encourage local residents to participate and establishing regional energy plan</p> <p>Create or improve maps of energy resources at regional level</p>
	Medium Term (1-5 years out)	<p>Involve local students and community members in community energy planning in a meaningful way (data collection and analysis)</p>	<p>Regional groups present their energy plans to state Energy Czar (resulting in fine tuning and continual reEvaluation of state energy policy)</p> <p>Energy Czar coordinates collaboration between regions to produce economies of scale and the development of energy projects</p> <p>Establish regional campuses/training facilities (Alaska Center for Energy & Power) to compliment the regional energy plan</p>
	OUTCOME Long Term (50 year plan)	<p>Communities will have energy self sufficiency and sustainable local economies</p>	<p>Regional self sufficiency across the state</p>

* State Energy Czar is a cabinet level commissioner overseeing the long state energy policy

** Examples:

- Establish incentives for energy efficiency and conservation
- Revisit AEA mission and role in Alaska energy future
- Assess current electrical generation, transmission, and distribution along the railbelt to identify opportunities for improvement
- Reevaluate state energy subsidies

term price stability for all Alaskans and a
Alaska remains an energy exporting state into the future

Strategy & Planning	Top down/State Level
Energy champions Role in creating Resources at the	<p>Governor Appoints A Statewide Energy Czar *</p> <p>Establish and aggressively fund a sustainable (renewable?) energy grant/loan fund policy to spur the development of economically viable projects</p> <p>Create, establish, and begin to implement a comprehensive statewide energy plan which includes 'thinking outside the box' (a collaborative effort between existing & emerging energy professionals, learning from the past so we can move more effectively into the future) **</p>
Plans to the Timing and (plan) amongst and of scale for facilities that	<p>Establish key demonstration projects across the state using emerging and innovative technologies</p> <p>Establish a statewide energy education institute that builds a bridge between industry and the university system (Alaska Center for Energy & Power)</p>
ate	<p>Established pool of energy talent which can be exported</p> <p>Alaska's stranded energy resources are developed resulting in new industry and value added exports</p>

and planning

Identify inefficiencies & opportunities for improvement

Collation of responses from evaluation forms:

Creative Ideas that Caught People's Passion

This was a great forum for Alaskans to get together and discuss the future of Alaska. Alaskans are at a critical juncture, and must strongly evaluate the steps that should be taken in the next few years as they are critical for the future of the state.

Many people were excited to see the quality of the strength and the conviction that emerging leaders evinced. Perhaps the greatest value of the Dialogue was in the opportunity to meet a variety of leaders from different fields and different parts of the state. These people can be our ōgo toō folks in the future. In this, we need collaboration between all groups to open up and build leadership opportunities as we prepare future leaders. This Dialogue set the stage well to continue involving emerging leaders.

People were concerned with how Alaska was prepared in light of changes coming in the Arctic. They thought that opening a dialogue about the need for a northern sea route would be useful when considering the economic impact to Alaska. In general, attendees wanted to better understand Alaska's role in developing the Arctic. We also had quite a few comments regarding common management of Arctic resources.

Energy turned out to be a very important topic, and it soon became apparent that it should matter to the young as well as the old. This was the first time that many emerging leaders had had a chance to engage with the energy issue, and many came away with a profound and new understanding of what energy means to Alaskans. There was a sense of urgency and competency around renewable energy that many young people could grasp. Someone also suggested that there should be better private investment around renewables. Attendees came away with an increased understanding of the value of and opportunity for renewable energy in rural Alaska.

At the same time, there was a lot of discussion around how better to support rural Alaska's energy needs, perhaps by supporting infrastructure development. The idea was floated again that Alaska needs an energy czar, someone who could make things happen in the state. The breakout group who looked at how to reduce the costs of energy came up with an outstanding energy matrix that is included in this document. They have also drafted and given a letter to Governor Palin regarding what they deemed the priorities for energy in Alaska.

With politics in shambles in Juneau, participants spoke strongly about seizing the opportunity to create a new and fair political process. Many people would like to reclaim our Alaskan government and have our state run by statesmen rather than loyal party politicians. People were interested in non-partisan elections and in an open process in Juneau. At the Dialogue, political reform actually seems possible, particularly when you have people in the room who helped shape the state ō constitutionally, legislatively, and through its public policy decisions.

The Dialogue is proud of its Alaska First heritage, and newcomers who had never heard the term were impressed with how people from so many different backgrounds could come together and fight for Alaska before all else. Those who had not heard of Governor Hickel's Owner State concept were intrigued by the idea. For young people, to find out that they actually own Alaska is a captivating idea. This was also a chance for people to explore the concept that the best and brightest should not always agree, and that risk is necessary for success. In an open forum such as the Dialogue, conflict is inevitable, but opportunity is easily captured when the goal is the same – a better Alaska.

Diversity was one of the themes of the weekend, and people came away thinking about diversity in new ways. Diversity in leadership is not only about the color of our skin or our ethnicity, but is also about diversifying thought. We also had a chance to see the "Anchorage is Our Town" video, and people were very interested in getting that seen by everyone. The subject of productive discomfort came up and participants embraced the idea. People noted that change can be uncomfortable, that we need to force it sometimes, and embrace it. Many came away feeling that there was much more they could do in their daily lives to be involved in the issues affecting the state. The breakout group who looked at diversity came up with a diverse leadership cycle diagram that we have included here.

There were a number of presentations from Alaska Native leaders that caught many urban Alaskans off guard. We found a lot of interest in creating opportunities for rural Alaska to survive both culturally and economically. As we talked about emerging leadership, it became apparent that we needed to search out, develop and involve minority leaders.

Everyone recognized the value of mentoring new leaders. There was a drive towards the end of the weekend to form a mentor program, with people signing up as mentors and mentees, each with an accountability partner who will make sure they follow through with getting a mentor. People would like to see a statewide leadership network that would have a great impact on everyone. This fledgling Leadership Alaska should have a central website that past, current, and emerging leaders can access

For the future, attendees were thrilled with the idea of a spring Dialogue. They felt this was a great way of capturing the energy around emerging leadership. In this, we were happy to see a greater understanding emerge of the importance of how and to whom inclusive invitations are issued. This was an important element of this year's Dialogue, and something we'd like to see happen in the future. Finally, ideas *are* more important than money, and it is time to stop talking about change and start doing something.

The most surprising lesson for me was...

- ✦ Most emerging leaders felt the same way as I did;
- ✦ There are multiple opportunities if we go in the right direction now, and a dismal future if we don't;
- ✦ Many emerging leaders in Alaska are from racial and ethnic minority populations
- ✦ Vic Fischer discussing how the Constitutional Convention did a disservice to the Native people of Alaska;

- ✦ The willingness of current leaders to reach out to young people. Sometimes we can be very intimidated by their experience, knowledge and status. Found out they want to help as much as we want to learn and that communication is the key;
- ✦ The fact that many people from Anchorage and the other urban centers had such a large disconnect with the very real crisis going on in rural communities. They all knew that it was bad out there, but upon learning about the actual costs of fuel and food, they were taken aback;
- ✦ How remote Alaska has to deal with energy costs and how the government, private sector and public sector have a growing social service problem in rural Alaska;
- ✦ The many female leaders in rural Alaska. By the end of the weekend, I was actually wondering - where are the men?;
- ✦ Common ground is so easy to find;
- ✦ The reality of life in Juneau, and a glimpse at what goes on behind closed doors;
- ✦ The realities of the legislative process related to the shenanigans and punishment of partisanship, as well as the payment structure in Juneau;
- ✦ The disparity in basic goods and services in rural/remote communities;
- ✦ Alternative energy ideas;
- ✦ The cost of energy in rural Alaska blew me away. I knew that energy was expensive, but the costs relayed to us at the Dialogue are obviously prohibitive;
- ✦ How well different generations interacted and listened to each other;
- ✦ That I have some of the same qualities that veteran leaders have;
- ✦ The number and diversity of people who are committed to various aspects of life in Alaska;
- ✦ The number of people who want action;
- ✦ The differences in costs of living, rural/urban causing a raft of social service issues;
- ✦ To learn that Vic Fischer grew up in Russia.

Positive Aspects to Build Upon

The theme of emerging leadership was timely and relevant. The moderators did a good job of setting the stage for everyone to participate. The general flow of the conference went well ó it was exhausting but there was no dead time, which helped make it worthwhile. Many people were impressed with how truly bi-partisan it was. It was nice not to know people's party affiliation, just their ideas.

Many enjoyed the panel discussions - presenting different views and opposing positions is a great way to make folks take a hard look at where they stand on an issue and why. At the same time, people appreciated the honest was that the long-time and confirmed leaders of this state seriously listened to the emerging leaders.

The hotel staff was gracious and helpful, and the food was the best hotel food some people had ever had. The setting was incredible ó to be able to get away from the office and the city ó is wonderful and necessary.

People very much enjoyed the cultural and historical perspective provided by some of the presenters. The presentation on diversity (and racism) was creative and dynamic. In general, the information presented during the panels was useful and powerful. The small group sessions weren't overwhelming.

On Saturday evening, having young people come up and read selections of great quotes from great Alaskans was very entertaining. Ending the evening with a performance from Pamyua was an excellent addition and helped bring everything together for us.

It was a powerful group of people in the room, with a good mix of diverse voices from across the state. Overall, people enjoyed the fellowship that developed over the course of the weekend, that feeling that change was possible. At the same time, the intimacy of the environment ó by the end of the weekend people had heard from many of the individuals in the room as speakers and felt truly connected. It was great to be able to interact one on one with many leaders.

I will advance the ideas that mattered to me by:

“Working with other emerging leaders and others on topics of leadership, energy, arts and culture”;

“Continuing my work in public policy energy issues - education and dialogue”;

“Collecting signatures for the clean campaign initiative”;

“Making an announcement to the chamber of commerce regarding the GET REAL campaign”;

“Talking to people in the legislature about introducing a non-partisan elections bill”;

“Creating and distributing a wheel of diversity and the concept of productive discomfort”;

“Not just raising up new leaders but creating a fertile ground for new leaders to be developed”;

“Introducing legislation in the Alaska House regarding open meetings”;

“Keeping in contact with the people we met”;

“Placing myself in more positions of productive discomfort”;

“Seeking out mentees in order to help develop leadership in our youth”;

“Seeking out mentors to become a more effective leader”;

“Supporting efforts to promote renewable energy in the state to benefit all Alaskans”;

“Bringing the issue of statewide economic disparity into my work”;

“Developing my own leadership skills”;

“Being involved in a grass roots effort to improve government”;

“Keeping in contact with others and making an action plan”.

Suggested Themes for the 2008 Alaska Dialogue:

Energy

- Renewable energy development
- Natural gas pipeline

Future of the Arctic

- Healthcare in the 21st Century
- Public education for the 21st Century
- Alaska ó where every voice counts

Leadership (Spring Dialogue)

- Cultivating leaders through sharing of past leaders
- Productive discomfort
- Embracing diversity
- Supporting leadership transition

Rural Alaska Issues

- Responsibilities of urban Alaska
- Alaska's culture and resources ó greatest strengths
- Economic independence
- Strengthening rural communities

50 years of statehood

- Where we came from, where we are today, and where we're headed.

Action items for Institute of the North

The small groups from the breakout sessions reported to the general conference and came back to the Institute of the North with action items that they would set in place to be followed up with by Dialogue staff. The following are brief descriptions of the final products of these groups, and what the future holds for each.

Politics beyond Partisanship:

Get REAL campaign – political reform

Diversity in Leadership:

Diversity diagram included in final report

Leadership Development:

Mentorship program database

Alaska Energy:

Energy matrix included in final report

Alaska and the Arctic:

Invitation to meet the President of Iceland

Alaska Dialogue and the Institute of the North:

Commit to a Spring Dialogue dedicated to emerging leadership

Diverse Leadership

a renewable resource

"Mentor potential leaders, expect more from them, 'raise the bar' in your organization, bring new leaders up to your level, exercise responsible stewardship of this renewable resource - leadership."

**Intentionally
Seek Out
Leaders**

"Be aware of diversity, define it in the context of your organization, market leadership roles to potential leaders, go to the environments where diverse leaders are and seek them out."

Traits of diverse leadership:
CREATIVITY
RISK
PRODUCTIVE DISCOMFORT

**Maintain
Leaders**

**Cultivate
Leaders**

"Celebrate the success of emerging leaders, create spaces that foster diverse leadership (for example, MYAC), promote opportunities for diverse leaders in your organization."