

Economic Recovery Is Not Enough For Oregon's Vulnerable Families

A CASE FOR INSTITUTIONAL INNOVATION



CONCORDIA
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“Everything that lasts, that changes our lives, that emerges from what was once unimaginable, has its roots in the initial spark of innovation.”

JOSHUA COOPER RAMO
Age of the Unthinkable

VISIONING THE FUTURE

The conditions of Oregon's families have significantly worsened over time, and they are getting worse. This is why Concordia University and Trillium Family Services recently convened 37 leaders from the business, nonprofit, education, judicial, and human services sectors to consider one key question: How can we better prepare ourselves today to serve Oregon's most vulnerable families in the future?

The idea was to bring a group together, think wildly about the future, and discover themes to watch for. As humans, we tend to look for future scenarios that we either want or think are most likely to happen. But what about the unthinkable? What scenarios haven't we imagined? What can we learn from these scenarios individually, and in aggregate, to affect the future of Oregon's most vulnerable families?

The leaders did not shy away from tough questions at the three-day summit. They looked at the current funding, operation, and impact of Oregon's public and private relief organizations and asked: Do we need so many nonprofits? Do we need more? Do we need financing mechanisms other than grants, gifts, and contracts to help those in need? Do we need new public-private partnerships, or entirely new types of organizations? These are just some of the questions that were asked.

At the end of the summit, the leaders imagined four potential economic realities affecting Oregon's most vulnerable families by 2025. They were:

- Oregon is in control of its own fate by 2025, and the economy is good.
- Oregon is in control of its own fate by 2025, but the economy is bad.
- External forces dominate Oregon by 2025, but the economy is good.
- External forces dominate Oregon by 2025, and the economy is bad.

Predicting the future of Oregon's families is extremely speculative. We know that things may drastically change over the next 15 years, which is as far out as we looked. One thing we do know is that the economy has a powerful influence on human welfare, but economic recovery is not enough to fix the systemic issues plaguing the state's public, private, and nonprofit safety net for vulnerable populations. That's why we've started a process to explore plausible futures and what they might imply for action today. We humbly invite you to read about our journey.

We are just starting our work – perhaps you'll join us?

EXECUTIVE SUMMARY

Here’s what the leaders discovered at the three-day summit, including some of their remaining questions. Scenario planning doesn’t guarantee answers or strategy, but it helps people think strategically and keep an eye open for certain themes in the future. Our summit was designed to break down silos between leaders from different sectors so they could discover themes together, not apart. It was a microcosm of what we believe needs to happen on the polarity issue at a regional, state, and national level. We invite you to contact Gary Withers or Kim Scott to join the discussion.

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- **The conditions of Oregon’s families have significantly worsened over time, and they are getting worse.**
- **Although the economy is a major factor in the declining welfare of Oregon families, even a strong economy will not fix the systemic issues plaguing the state’s public, private and nonprofit safety net for vulnerable populations.**
- **Major innovation at the institutional level is needed. The old paradigm of “we just have to find some money so we don’t have to change what we do” needs to change.**
- A cross-sector group of leaders—elected, public and private—must imagine a new, resilient system that can support Oregon’s families over the long-term. This system must include new types of organizations, or, at the very least, existing organizations must learn to operate differently. Currently, the vision to create such a system does not exist.
- New and innovative solutions for families can’t rely heavily on local or state governments and will come from unlikely / currently unforeseen partnerships.
- There’s an unresolved tension in how we use nonprofits to create change within our larger society. Nonprofits are “habits of the heart” that bring together change-makers, but they increasingly depend on fewer and fewer “big givers,” which is not sustainable.
- Values drive the outcomes we want, not the economy. The economy does not have to be good to achieve positive outcomes for children and families; wealth can create the wrong priorities.
- Divide and conquer is a well-tested and successful strategy in human services, but it creates special interest groups that fight to the detriment of families. We need to break down walls and pool resources, but that will only get us so far.

- As a state, we've whined long enough about what we need to do—more than 10 years—and it's time to act.
- As leaders, we need to lead our organizations as "nonprofit businesses" and "community benefit organizations," not just charities.
- Incrementalism is inadequate to avoid the outcome we don't want, and to capture the opportunities we do want.
- The land-grant system of colleges helped fuel a national—and then international—economy. The most successful social program in our lifetime was the G.I. Bill, and it happened when public and private forces joined. What such systems will evolve to improve the future of Oregon families?
- Those who need to be served by our work also need to be at the table for these discussions. Right now, we're too top-down.
- Government is not the enemy; the enemy is us. We must innovate.
- If we invest in vulnerable populations, the social and economic implications could be profound.
- Research on nonprofits says that they innovate once and spend the rest of their time trying to perfect a solution that may or may not be aligned with current realities. For-profit companies try and fail on a regular basis to maintain success. What can we learn?
- There needs to be a rewards system for collaboration; right now, there's simply a cost system.
- There's a mythology of current leaders: "We're the good guys." Is that true?
- All scenarios considered by the group posit a consistent theory of change:
 - There are sufficient resources in Oregon to help families
 - Resources are not being used effectively to cover the need
 - We have the capacity to create a knowledge base within, and outside, universities to help those families
- If you want to help families quickly, right now, a legislative approach is key. We have a governor who is committed to children and families, and a legislature that will likely support him.
- There's a consensus problem in Oregon that inhibits progress. We need a new way to work that's collective, but not consensus-based. Bold action is needed.
- How can this state change its values to enter the conversation in a new way?
- Change agents have a low survival rate, and the human service agency leaders are change agents. If we take bold action, we must accept that we might have a short shelf life.
- There was the transcontinental railroad, the interstate highway system, and then the Internet. What's the next major, systemic economic game-changer for Oregon's families?

“Right now, we’re in silos and they are expensive, costly, and often ineffective. We need to re-imagine organizations to use dollars more effectively.”

KIM SCOTT

President & CEO, Trillium Family Services



A STORY

A few years ago, Trillium Family Services – Oregon’s largest provider of mental health services for children – was \$7 million in the hole. As terrible as that sounds, it was not an atypical situation for a nonprofit of Trillium’s size and scale in the middle of the worst economic climate since the Great Depression.

CEO Kim Scott knew that simply scaling back services or joining with other nonprofits to share resources wouldn’t fix the problems. He wasn’t content to simply hold his breath, wait for a better economy, and see what might happen. Deep down, he knew that his present business model wasn’t sustainable. He asked, “Even if we had the funds, do we have a vision of how to spend them?” The answer was no.

It was time for deep innovation. With the help of his board, Scott set to reimaging Trillium as a community benefit organization – not just a nonprofit or charity. This mindset, he thought, could lead to a more resilient financial future.

So far, it looks like he just might be onto something. Trillium was once almost totally dependent on government support; now, by design, that government support is 70 percent and dropping. Trillium invented services that commercial insurance companies could support. They established a reasonable expectation of profitability for all of their programs and services. They worked to contain costs, fund depreciation, and fundraise strategically instead of out of desperation. Finally, they sought new sorts of partnerships such

as the one with Concordia University that could help them expand their range of services and address staff development and design challenges.

The Trillium story is the story of breaking “culture lock” to try something new. It’s revolutionary and evolutionary. The new model is not without its critics, but one thing is certain: for the first time in years, Trillium has the ability to support itself over the long-term as it builds brighter futures for children and families.

The Trillium story of innovation helped inspire our recent summit. Several of the organizers and eventual attendees wondered, “If Trillium can evolve, who else can?” We know that the Trillium model might not be for everyone, but perhaps it’s a spark of innovation that could light 100 small fires in our region’s human services community.



SCENARIOS

At the summit, leaders looked to the future on behalf of Oregon's vulnerable families.

They considered:

- **The factors affecting the services to Oregon families**
- **The drivers behind the factors**
- **The uncertainties (both present and future)**
- **Four potential realities by the year 2025**
- **Outcomes & observations**
- **Next steps**

What follows are their discoveries.

*“This is about the changing nature of work
and innovating to get things done.”*

GARY WITHERS

Executive Vice President, Concordia University

FACTORS

What are the factors affecting the future of Oregon families? At the beginning of the summit, the leaders broke into four workgroups to consider this question. Each group collected up to 150 answers and then presented them to the entire body. Everyone voted on the best answers, taking extra measure to ensure that the factors they chose were fact-based, not values-laden. Here are their votes (in rank order):

ECONOMY – 99

- Amount of public debt & shrinking public services
- Increasing poverty
- Crisis of public pensions
- Challenges of creating new business (costs for businesses and family)
- Decreasing income / livable wage vs. increasing family financial needs

LEADERSHIP – 74

- Need for more innovative, high-quality leaders
- Lack of responsibility / accountability
- Need for more cross-sector leadership (business, government, nonprofit)

DEMOGRAPHICS – 70

- Cultural blending / “mashup” of various demographics
- Aging society
- Longevity / threats to longevity (loss of natural resources, violence)
- Immigration & migration

TECHNOLOGY & NEUROSCIENCE – 70

- Rapidly changing technology, but headed where?
- Neuroscience, multitasking, changing brain development

CULTURE – 59

- “Portlandia syndrome” / global vis-a-vis isolationism
- Changing values, attitude, social equity
- Quality of life (definition thereof)
- Changing methods of community engagement
- Society of gamers

PUBLIC / TAX POLICY / POWER / INFLUENCE – 59

- Role of private vs. public sector, transparency and accountability
- Changing power of dynamics of groups, issues with labor

EDUCATION – 30

- Higher-ed access, or lack thereof
- Funding, affordability
- Governance, public support

HEALTHCARE – 28

FAMILY VALUES – 23

NONPROFITS – 8

- Dependence on volunteers
- Increasing profit motive

DRIVERS

What are the driving factors affecting the future of Oregon families? Those convened at the summit considered this question, then voted. Here are their answers (in rank order):

SCARCITY – 57

- Lack of resources
- Public debt
- Have vs. have not

LEADERSHIP, LACK THEREOF – 37

- New public & private leaders not emerging to shake things up

ENERGY – 35

- Lack of cheap energy

LACK OF ACCESS TO INFORMATION, COMMUNICATION, CONNECTION – 33

- Media (social, traditional)
- Free access to unfiltered information globally

AGING, DEMOGRAPHICS – 29

CHANGING NATURE OF WORK / WORKPLACE – 27

- Uncertainty about jobs
- Millennials
- Definition of work-life balance in western culture

“ATTITUDES” – 25

- Self-control vs. freedom
- Greed, vanity, fear

FINANCIAL ROI – 23

- Values differences in the way money is invested
- Lack of consensus on meaning / outcome of ROI

CHANGING INNOVATIVE CULTURE IN AMERICA AND THE WORLD – 20

INCREASING FANATICISM – 16

- Culture, sport
- Anger (young to old, old to young)
- Altruism, volunteerism

CHANGING DEFINITIONS OF FAMILY – 14

- Two or more people under one roof (even if not related) = family

REPLACEMENT OF PLACE BY FUNCTION – 11

- Telecommuting, telemedicine, declining libraries

SHIFTING MORAL STANDARDS / BLENDING OF CULTURES AND TRADITIONS – 10

GLOBALIZATION, ASIA – 10

OREGON COMPLACENCY AND DENIAL – 9

HEALTH STATUS, TRAJECTORY THEREOF – 8

SHIFTING ROLE OF RELIGION / COMMUNITY PARTICIPATION – 7

CHANGING DEFINITION OF PRIVACY – 4

BRAINS ARE HARD-WIRED TO REJECT INFORMATION IN CONFLICT WITH PERSONAL BELIEFS – 4

MICROTERRORISM – 2

UNCERTAINTIES

What are the present uncertainties affecting the future of Oregon families? After looking at factors and drivers, the leaders considered this next question. Here are their votes (in rank order):

LEADERSHIP – 31

- Will new leadership emerge and not special interests?

GOVERNMENT – 29

- Changing roles of federal, state and local government?
- How are political structures changing?
- How is government fiscal management changing?
- Are we losing the youth role in government?

AMERICA'S ROLE IN THE WORLD – 26

- What's our country's place in the world?
- Global unrest
- Isolationism vs. globalism
- America's world authority, evolving role thereof

"COMMUNITY" – 21

- Rugged individualism
- Changing nature of community engagement
- The individual's focus on community
- Exclusion vs. inclusion

HOW WILL DEMOGRAPHICS CHANGE? – 20

TOLERANCE VS. INTOLERANCE – 18

IMPACT OF TECHNOLOGY AND LIMITLESS CHOICE – 12

WHO WILL THRIVE AND WHO WILL NOT IN THE NEW WORLD ORDER – 10

TEA PARTY-ISM – 7

CHANGING POLITICAL AND SOCIAL BOUNDARIES? – 5

POLITICAL IMPACT OF NATURAL RESOURCE SCARCITY – 4

WILL NEW SUPPORT STRUCTURES AND COMMUNITIES EMERGE – 4

MIDDLE CLASS JOBS – 3

WILDCARDS – 2

- Terrorism, economic boom, no public/political vision

SOCIETAL SILOS - 1



2025: SCENARIO #1

Oregon is in control of its own fate by 2025, and the economy is good.

At the end of the summit, the leaders weighed the factors, drivers, and uncertainties affecting Oregon's most vulnerable families, and then they applied them to four potential economic realities. Predicting the future of Oregon's families is extremely speculative, and we know that things may drastically change over the next 15 years. However, this visioning exercise is part of a process to explore plausible futures and what they might imply for action today.

Here's what the leaders predicted could happen (at macro level across the state, and relative to vulnerable families) if the economy is strong and Oregon is in control of its fate:

- Oregon's incoming eighth graders lead the nation in academic achievement.
- The governor announces that the economy is thriving because of actions taken over the past 14 years, starting during the fiscal crisis of 2011.
- Oregon's children are healthier than at any time in the past 40 years.
- The sustainable management of Oregon's natural resources has led to the development of a strong economic sector based on value-added agriculture and the creation of a range of products from secondary growth forestlands.
- Oregon's tourism industry has continued to grow and communities all over the state have begun to attract new residents.
- Oregon has led the way in developing and implementing a robust system of prevention and intervention of childhood problems, resulting in significant improvements in Oregon's social indicators.
- The focused campaign to support the growth of entrepreneurial businesses and the attraction of corporate headquarters to Oregon has yielded remarkable success and Oregon is again the home of clusters of creative industries, supported by higher education.
- The crowning achievement of the time is the enhancement of capacities and academic achievement across previous communities of risk. In particular, children of color now meet all of the standards and expectations required to prepare for life and work in the 21st century.
- A path toward prosperity begins in 2011 when Governor Kitzhaber convenes a coalition of business leaders, civic leaders, and college and university presidents to explore new strategies for bringing the state out of its budget doldrums. This group concludes that, in order to thrive, Oregon must attend to the needs of its children and families, while harnessing the natural resources of the state.

- An Innovation Consortium links entrepreneurship and business incubator programs.
- Oregon is the first state to pilot several research-based interventions directed at both the management of chronic health conditions, as well as early childhood development.
- An institute, funded by a group of insurance providers, measures early childhood development and the prevention and treatment of brain-based behavioral and cognitive disorders.
- The state is divided into five zones where data on teacher effectiveness and student achievement is gathered and analyzed utilizing the new performance indicators.
- Improvements in the policy environment for businesses, and along with reforms in the antiquated state tax structure, lead a group of investors to acquire Pacific Power and return the corporate headquarters to Oregon. This development leads to a chain of similar acquisitions and relocations to Oregon.
- The newly formed Economic Development Corporation, funded by public and private sources, begins a series of focused R&D; commercialization of intellectual property; and business incubation efforts to convert Oregon from a net exporter of raw agricultural and forest products to a manufacturer of value-added products for the world's markets.

“We have a governor [Kitzhaber] who is totally committed to children and families.”

DICK ALEXANDER

Founder and CEO (retired), Viking Industries

2025: SCENARIO #2

Oregon is in control of its own fate by 2025, but the economy is bad. Here's what the leaders predicted could happen (at a macro level across the state, and relative to vulnerable families):

- Oil exports from the Middle East are curtailed to the western world and diverted to China and Southeast Asia. This sends the U.S. economy into deeper decline, which culminates in decisions by China to curtail the purchase of U.S. T-bills and to severely restrict U.S. imports.
- The U.S. economy is in a full depression and experiencing huge inflationary forces and a plummeting dollar. With the economy in serious trouble, a coalition of fiscal conservative and Tea Party activists pull off a sweep of Congress.
- The federal government slices 80 percent of discretionary spending. Oregonians choose to decline any remaining federal funding in order to avoid any achievable federal mandates.
- Oregonians lose all international flights from PDX and 35 percent of domestic flights.
- NIKE announces their decision to move their international headquarters to Nashville. Soon, Intel moves to Austin and a Chinese corporation buys Schnitzer Steel.
- Oregon's legislature finds it difficult to respond to such dramatic changes in the economy. Gridlock continues and reaches its peak in 2020 when 10 percent of the state legislated positions are left unfilled by lack of candidates and an inability to identify willing, eligible candidates.
- Beginning in 2022, Oregon reinvents its statewide governance model, incorporating a unicameral model and drastically decreasing the burden of municipal and regional entities.
- Oregon sees an intense increase in the barter and underground economy, estimated at 50-75 percent. While this further reduces state revenues, local communities see an upsurge in local industries, small businesses, and community-based co-ops and collectives; this drives a resurgence of micro-economies around the state.
- With the economy starting to improve around 2022, public schools in Oregon experience modest improvements in educational performance, moving up to the 3rd quartile nationally, a position not enjoyed for over 20 years.
- The governor attributes the state's resurgence in the public schools to enhancement of community ownership and responsibility for their own children.
- Elementary schools across the state become economic and social hubs for the community.
- There is a rapid increase in volunteer community participation as well as coordinated nonprofit and public engagement in the seamless coordination of services for children and families from birth through employment.
- Emerging Oregon industries include: water, agriculture, green energy, and wine.
- By 2025, the governor announces that Oregon is recovering from a long slumber.





2025: SCENARIO #3

External forces dominate Oregon by 2025, but the economy is good. Here's what the leaders predicted could happen (at a macro level across the state, and relative to vulnerable families):

- The governor creates an initiative to eliminate bureaucracy and send more economic resources directly to nonprofits that demonstrate stability, while creating endowments for key positions.
- Despite the good economy, a crisis in federal funding will produce triggers: faculty/labor walkouts, nonprofit bankruptcies, etc.
- State and federal governments renegotiate the funding of state health and social services; Oregon takes advantage of a federal program to balance its budget.
- Strong political leadership will emerge and bring about change that addresses multiple issues, especially those facing vulnerable families.
- Oregon will reallocate resources to early childhood education, prenatal, and postnatal care (New Zealand model). The state will invest in new resources and attract new businesses to make this possible; political polarity will diminish.
- A decision made by the Oregon Health Authority will restructure, rebuild, and reallocate dollars to improve health resources and universality of care for children.
- Early childhood health and education services extend through the third grades so fewer resources are needed for prisons. Early childhood investment helps decrease behavioral problems in students, thus less investment is required in special education.
- Oregon's Governor gets post-secondary educational institutions involved in a new recruitment model for teachers; engaged philanthropies and businesses also participate. The return for the business community is more favorable than the corporate tax structure.
- The transfer of federal timberland back to communities creates new products and new industries developed at the local level.
- Energy or technology breakthroughs help create new products from existing resources – water, timber, other resources. This technology is created in and spun out of Oregon universities. The governor calls water “the new oil.”
- New partnerships between higher education and the business community create a network of venture capitalists to fund technology breakthroughs. Thought and research incubators generate new ideas and new leaders (students, alums, entrepreneurs).
- An early youth development institute is created to merge educational engagement and brain development research.

2025: SCENARIO #4

External forces dominate Oregon by 2025, and the economy is bad. Here's what the leaders predicted could happen (at a macro level across the state, and relative to vulnerable families):

- Agricultural companies are owned by multinational corporations, there's little public transportation and a multiplicity of toll roads, public schools are overcrowded, and teachers are unprepared.
- There is no discretionary money from federal coffers for vulnerable families; the money is totally consumed by payment on debt.
- Intel's fortunes fail; they move headquarters to Texas. They didn't want their employees' children to go to horrible schools.
- We bet wrong: tax breaks for solar technology didn't work, and China dominates the photovoltaic industry.
- Oregonians converge with a focus on finding common ground and building new business models; volunteerism explodes to provide public services. A regional economic development authority (including western Canada) is proposed.
- Lack of business diversity in Oregon's economic base makes the state even more vulnerable to outside forces.
- There is an increasing disconnect between policy and business and no centralized vision from the state's leaders and governor. Politics doesn't include new, young leaders.
- After 5 years of polarization on the federal debt issue, and numerous disruptive government shutdowns, Congress finally charts a sustainable fiscal path for America's future. This includes significant entitlement reform, including an increase in the retirement age to 67.
- Technology enables more work at home opportunities, but the vast majority of these will be service jobs at lower level wages.
- Nonprofits collaborate and consolidate in an effort to reach economies of scale, but the system is overwhelmed by the unmet needs of the lower economic sector.
- After 20 years of passivity and an enduring bad economy, Oregonians rise again, asserting their libertarianism and, in the process, creating a regional economic alliance with western Canada. Oregon no longer accepts money from the federal government.
- Conservative national economic policies of the past 15 years have left Oregon's economy in the tank, and more families are at risk.
- While businesses and corporations are smaller and have less overall capital, they show increased social responsibility and engage in community and nonprofits with significant in-kind and human capital.



- The “passivity syndrome” in Oregon is a direct result of trends identified years earlier of younger Oregonians identifying less with Oregon than ever before.
- Oregon’s older population is older and more numerous. They consume a greater percentage of public funding and generate less economic activity.
- A new generation of leadership is more pragmatic and more solutions-oriented than anticipated. They act upon the need for economic sustainability.
- Happy Valley and other suburbs become full of multi-family dwellings.

NEXT STEPS

Our summit was a first step toward creating a vision that can help families in Oregon. It was an inclusive process and the start of journey; it was not intended to be prescriptive or a finish line.

Are you a business, community, nonprofit, education or are elected leader? Perhaps you'll consider joining us for the next step in our effort to imagine the future?

HERE'S WHAT THE LEADERS FROM THE SUMMIT ARE DOING NOW:

- Several people stepped forward and volunteered to engage the legislature on a few key pressure points on behalf of vulnerable families.
- All of the leaders—who span Oregon's political left and right—agreed that Gov. Kitzhaber is totally committed to children and families. Several people agreed to meet to explore viable concepts that could be presented to the governor.
- All of the leaders agreed to look within their own organizations to see where innovate and new partnerships are possible.
- Leaders in the room agreed to continue the process. They intend to keep engaging and to welcome more leaders to the table. They agreed to continue toward the work developing a broader, statewide vision for change.

A CONVERSATION

Summit co-conveners Gary Withers (Concordia University) and Kim Scott (Trillium Family Services) sit down with writer Seth Walker to answer a few questions.

Q: What happened at this summit?

A: (Gary) There was dialogue, energy, passion. People weren't talking at each other—they were talking with each other about tough issues. We established and elevated trust in a historical moment of game change. We're in the early stage of financial crisis, and a mid-stage crisis in public trust of government.

A: (Kim) Much of what happened in the room was momentum of leaders moving from their heads to their hearts; there was a new depth found and a broader perspective that only happens when people move from the purely intellectual to deep feeling. We walked to the edge and asked, "What needs to change?" True leaders tend to use crises to create positive change, and that's what we worked to start here.

Q: What else?

A: (Gary) We discussed the evolving definition of family in the human services sector, which is two or more people under the same roof (related or not). We're in new territory as families. We discussed how to serve these people, and what happens if there isn't a financial windfall from the government. Even if there is a windfall, there's not a clear vision in Oregon for how to spend the money. Economic recovery is not enough for Oregon's vulnerable families—we must innovate. Out of this we have an opportunity to do something for the future of children and families by 2025. We discussed how power is distributed, the future of recessionary growth, and the pace of change—which is all moving much faster than we like to admit.

Q: What do you want to come of this? Next steps?

A: (Gary) Several people stepped forward to engage the legislature on a few key pressure points. There was a post-event buzz, and we will keep engaging the leaders who were in this room while welcoming more to the table.

Q: Tell me about the Concordia-Trillium partnership.

A: (Kim) Eighteen months ago, we joined with a commitment to leadership and community engagement. Concordia's mission is to create the next generation of transformational leaders, and we saw a need for more nonprofit leaders. We saw the capacity that both institutions had, and we thought that we could do more together than apart. The old model of partnering with other nonprofits for combined service delivery just wasn't working. If I partner with similar organizations, I get stuck focusing on a very narrow band of services. Concordia has helped us figure out some of our staff development and design thinking challenges. The story of Trillium and Concordia is the story of working outside "culture lock" and trying something new. Joining with Concordia gets us focusing on our bigger role with community engagement.

Concordia University and Trillium Family Services wish to thank these leaders for the generous donation of their time and energy toward envisioning a better future of Oregon's most vulnerable families.

Dick Alexander, Founder & former CEO, Viking Industries
Janet Arenz, Executive Director, Oregon Alliance of Children's Programs
Steve Bass, President, Oregon Public Broadcasting
Rod Boucher, Chair, Board of Directors, Concordia University Foundation
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