

First-Year Fellows Attendance & Tuition Policies

***Please read and sign the last page, make a copy for
your records and return the original to ALF-MV***

I. ALF First-Year Fellows Program

Through its First-Year Fellows Program, the American Leadership Forum brings together demonstrated leaders to learn new processes of collaborative leadership with a regional approach. The program provides a unique opportunity for cooperation across sectors by bringing members of diverse groups together to address public issues. The program is centered on the premise that good leadership depends upon cultivating a sense of civic responsibility, a climate of trust and open dialogue among divergent sectors, a positive vision, along with collaborative problem solving skills. The overriding goal of the program is to foster a sense of personal responsibility for change in the community and to provide a pivotal experience that enhances the growth and development of each Fellow's awareness of his or her social commitment. Each year, a new class of twenty-six to twenty-eight Fellows is selected. The strength of the program is in its ability to change and meet the needs of each class and to accommodate specific interest explorations. As your class develops, facilitators will work with the class to make adjustments and changes. Constant in the monthly sessions is a combination of exploring pertinent leadership concepts, dialogue, and the application of new learning in the class setting and discussion of leadership challenges in service to one's organization and the community.

The program is designed to promote the **ALF Mission** of **uniting** and **strengthening** diverse leaders to better **serve** the community. The program is designed in three phases:

- Phase One – **Unite:** Using our authentic self as an agent of change (May-Sept.).
- Phase Two – **Strengthen:** Building relationships through dialogue to build capacity for community change (Sept.-Dec.).
- Phase Three – **Serve:** Building collaboration in service to the community (Dec-April).

II. Participant Outcomes

A. Collaboration for community change, coalition and trust building

- Relationships of trust and understanding with diverse community leaders
- Motivation to take personal responsibility for what happens in one's community and the commitment to make a positive difference
- Increased capacities and tools for effecting community change

B. Philosophical aspects of leadership

- A deeper understanding of the nature of leadership
- An enlightened understanding of community and regional issues

C. Personal Development

- Increased capacities for personal growth
- A greater understanding of self and others
- Enrichment of personal values including courage, perseverance, integrity, generosity, justice and compassion

III. Program Content

The program primarily consists of a seminar one Friday a month during the Fellows' year. On some occasions it will be preceded by an optional Thursday evening function. Orientation begins late afternoon on Thursday and continues all day Friday. The program requires a commitment of approximately nineteen full days, including the six-day Wilderness Experience and the two-day Taking Stock retreat. The Leadership in Action segment may require additional sessions scheduled by the class.

A. Monthly Sessions

The ALF sessions develop skills and knowledge in collaborative leadership, transcending personal limits, consensus building, conflict resolution and negotiation. The program fosters enhanced awareness of challenging local and regional issues. Participants are exposed to new ideas, new people and new images of the future. The program poses ethical and moral dilemmas that encourage Fellows to become more explicit both in clarifying values and in developing a sense of moral stance. With the exception of the Wilderness Challenge Experience in the northern Sierra, all of the sessions are held in the Sacramento area.

B. Wilderness Experience

The Wilderness Experience is a six-day and five-night community building experience and is a pivotal and core component of the program. The Wilderness is both a group and individual experience. As an individual, you will have space and time to contemplate your practice of leadership. In a group, you will have the opportunity to create community in very intentional ways. Challenges can be physical and psychological, moving most Fellows outside a "comfort zone" where we become open to learning new ways of being and doing. The Wilderness Experience often becomes the anchor for building a class into a cohesive community. There are roles for everyone, regardless of their physical ability or condition. It is a powerful and bonding experience.

The Wilderness Experience will require a certain physical agility. Any medical or physical disabilities that would limit participation should be listed and explained in the designated space on the completed biography form. Special arrangements can be made to accommodate most limitations. **Physical conditioning is important preparation for the Wilderness Experience.** It is expected that you train for six weeks through increasing your brisk walking or running.

C. Service -- Leadership in Action

As leaders, it is recognized that Fellows are already involved in many practices of service to their communities. ALF's mission is to **SERVE the community by working collaboratively to make significant positive contributions.** As an ALF

class, you will address the issues, interests, and values that will guide your collective exploration of service. Your class will determine how you will engage in the work of community change and develop a sense of collective action that will carry beyond commencement.

The *Leadership in Action* service experience serves as:

1. A learning laboratory where Fellows can explore common themes about what it takes to get things done in community.
1. A microcosm of leaders across sectors using the consensus building and problem-solving processes as exemplified in the Wilderness Experience.
1. An opportunity for the Fellows in a class to make a contribution back to their community.

V. ALF: A Non-Partisan Organization

Per ALF-MV bylaws, ALF-MV as an organization does not take positions on issues without approval by 2/3 of the board of directors. When engaged in partisan political activity, Fellows are asked to avoid any reference to ALF that could be construed as an endorsement by ALF.

VI. Media Contacts

Fellows are contacted by the local media from time to time regarding ALF. IF contacted, Fellows should notify the Chief Executive Officer so that any follow up can be properly coordinated.

Attendance Policy

Approved by the Board, January 15, 1998

I. Time Commitment

- A. ALF has found that prior to joining the program, each Fellow should have a clear understanding of the time commitment required. If desired, members of ALF are available to talk with the Fellow's employer and explain the program in depth.

ALF requires that all who enter the Fellows Program commit to 100% attendance at all scheduled programs except in an emergency. It is also necessary for the success of the class for all Fellows to participate in activities that support the *Leadership in Action* service efforts. The dynamics needed to strengthen trust, to cement bonds, and to understand diversity require each Fellow's participation in the different class discussions. If a Fellow misses three class meetings, he or she will meet with the Chief Executive Officer to discuss whether his/her continued participation is in the best interests of the class.

- B. To receive the necessary foundation for the Fellows Program, attendance at the following program components is absolutely essential. The inability to attend the full Wilderness Experience will eliminate a Fellow from continuing with the ALF Fellows Program.

Mandatory:

Orientation Retreat

Thursday - Friday, May 12-13, 2016

Wilderness Experience	Thursday - Tuesday, August 11-16, 2016
Taking Stock Retreat	Thursday - Friday, January 12-13, 2017
Commencement and Dinner	Friday, April 7, 2017 (8:30 a.m. – 8:30 p.m.)

A schedule of sessions for the year is attached. ***Please put the dates on your calendar now, and give them to your assistant or anyone else who schedules meetings for you, so that they will block out the times.***

II. Commitment to 100% Attendance

The success of each ALF class lies in the commitment of each Fellow not only to the program, but also to each other and to the group as a whole. ALF requires that all who enter the Fellows Program commit to 100% attendance at all scheduled programs except in an emergency. It is also necessary for the success of the class for all Fellows to participate in activities that support the Leadership In Action service efforts. The dynamics needed to strengthen trust, to cement bonds, and to understand diversity require each Fellow's participation in the different class discussions.

The degree of interest in each session may vary because of subject matter. However, each session relates to a specific goal of ALF, and a Fellow's commitment to participate implies attendance. Realistically, we know that emergencies will occur (see "Emergencies Defined" below).

Each Fellow is selected for ALF because he/she brings something to the group. Because of the strong commitment each Fellow is required to make and to make sure that the group dynamics for each session are in place, the Board of the Mountain Valley Chapter of ALF adopted these attendance policies.

II. Unexcused Absences

Since missing meetings can seriously compromise the effectiveness of the program for each Fellow, a Fellow can no longer participate in a class after he/she has had one absence from a mandatory meeting or two absences from regular meetings. An exception may be made if the Fellow discusses the absence (whenever possible in advance of the meeting to be missed) with the Chief Executive Officer. A Fellow missing all of the Wilderness Experience will automatically be dropped from the Class. When a Fellow has been asked to leave the program due to absences, he/she may appeal to the Executive Committee of the Board. If a Fellow is asked to leave the program due to unexcused absences, the tuition is not refundable.

III. Notice of Absence or Delays

To prevent worry and waste of time caused by waiting for Fellows with unexpected absences or delays, should a last minute emergency prevent a Fellow's attendance at a meeting or necessitate a late arrival, wherever possible a phone call must be made to the Chief Executive Officer (either at the site of the class or on the office voice mail) to report the absence or delay, and the cause.

IV. Marking Your Calendar

Fellows are expected to make ALF class scheduled meetings top priority and to miss them only in an emergency (see below). We ask that you give the class schedule to your secretary or the person who schedules your time. You should also give it to anyone who controls your time or assignments, telling them that this is a commitment you have made, and asking them to honor that commitment by refraining from scheduling or assigning tasks on those dates.

V. Emergencies Defined

A health emergency is defined as illness of the Fellow, either contagious, or of sufficient severity to prevent participation, or serious illness of a family member where no alternate care is possible. Of course, death of a family member would be considered an emergency as well.

Work emergencies are defined as serious unexpected crises that could not be postponed, or that no other staff member could handle. Fellows are expected to do everything possible to handle the work on another day or to find someone else to deal with the crisis.

Some examples of how other Fellows have dealt with “emergencies” or other conflicts:

- A single mother found a baby sitter to watch her sick child, and checked in by phone at the break.
- One Fellow found an alternate speaker for a panel at a conference in Washington, DC (thereby earning points with the alternate speaker!).
- A minister found another to preside at a funeral.
- Another Fellow asked his boss to deal with the emergency, and checked in by phone at the break.

While we have a policy about leaving cell phones off at our meetings, it is preferable to have Fellows attend meetings and call in at the break to handle emergency situations, rather than have them miss the session altogether.

Please ask your family and colleagues to respect your commitment to be fully “present” at ALF class sessions.

Tuition Policy

(Approved by the Board January 15, 1998, revised November 16, 2000)

I. ALF-MV's Goal

The American Leadership Forum - Mountain Valley Chapter chooses Fellows for its annual program without regard to their ability to pay tuition. Our overriding goal is to create a class of leaders with a wide range of backgrounds. We are firmly committed to making sure that every Fellow invited will be able to participate. ***Fellows should not decline or defer an invitation because of perceived concern over financial resources of the Fellow or his/her organization.***

II. Program Expenses

The cost of delivering the Fellows Program is \$12,500 per Fellow. ALF Mountain Valley is committed to including the best possible array of Fellows in the program. This commitment, however, must blend that with the imperative of covering program

expenses. Most private sector companies can pay the tuition out of training or charitable contributions funds, with payments split over two years, if necessary, with final payment due prior to commencement. Government employees are encouraged to devote training funds toward the tuition. Tuition from unaffiliated individuals or those in the non-profit sector will vary widely, and thus will be discussed individually. ALF has 501(c)(3) charitable organization status with the Internal Revenue Service. Please see the Tuition Policy for more information.

The full tuition amount or first partial payment (arranged with the ALF-MVC CEO) will be due on April 1 of the first program year. If a partial payment is arranged, a schedule for any future payments should be determined before that time, so that ALF can properly manage its program.

ALF policy does specify that each Fellow is expected to contribute \$250 from his or her own funds to the cost of the program as a personal commitment.

In order to participate fully and safely in the Wilderness Challenge Experience, each Fellow needs to acquire the basic clothing and equipment recommended by Catalyst Consulting, the Wilderness leaders. The clothing and equipment list will be provided at Orientation. Sleeping bags, pads, packs, and rock climbing gear will be provided.

III. Tuition

Tuition for the yearlong program is \$12,500, which meets the direct costs per Fellow to produce the outstanding ALF program. Invitees may apply for scholarship funds from ALF to offset the tuition. However, scholarship funds are limited and finite, based upon the fundraising success of the organization through contributions by members and sponsorships by local corporations. Please consider carefully the amount for which you wish to apply – each scholarship awarded lessens the amount available for others to participate.

We expect each Fellow to thoroughly explore all personal, organizational, and outside resources to raise his or her tuition. We welcome contributions in excess of the expected amount to provide scholarships to help other Fellows.

The CEO is available throughout the process to assist in resource location and strategy. A small committee will make scholarship allocations in January and February of each calendar year.

IV. Nonprofit Status

ALF has 501(c)(3) charitable organization status with the IRS. Our tax ID number is 91-1792774.

V. Schedule of Payment

Payment may be made in full prior to the start of the program or in payments over up to two years (initial payment must be made a month before the orientation retreat on May 12, 2016, and final payment must be made prior to commencement on April 7, 2017).

VI. Withdrawal from Program

As ALF-MV is a nonprofit organization whose primary funding comes from class

tuition, if, for any reason, a Fellow withdraws from the program after the signature and return of this policy agreement form, the Fellow remains obligated to pay the committed tuition in full. If withdrawal comes prior to the date of Orientation and ALF-MV can recruit a suitable replacement candidate as determined solely by ALF-MV, the withdrawing Fellow's obligation will be reduced by the amount the replacement Fellow pays.

INVITATION ACCEPTANCE & POLICIES AGREEMENT

***Please sign below, make a copy for
your records and return the entire packet to ALF-MV***

AMERICAN LEADERSHIP FORUM FELLOWS PROGRAM

*I acknowledge that the class year begins May 12, 2016 and ends April 7, 2017 and that service activities may extend beyond as determined by the class. I hereby agree to commit to the American Leadership Forum, Mountain Valley Chapter's Fellows Program for the complete program term. I have read and understood the **Attendance, Tuition, and Fellow's Policies** as set forth above and agree to all of their terms. Enclosed with this policy agreement is my nonrefundable, personal check for \$250 to secure my inclusion in the class.*



Signature

11/30/2015
Date

1/12/12

**American Leadership Forum
Mountain Valley Chapter
1601 Response Road, Suite 350
Sacramento, CA 95815**