A Scan of Health Leadership Development Programs for the Youth, Immigrant and Senior Communities of California

A Report Prepared for
The California Endowment

The Leadership Learning Community

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Table of Contents_____

Introduction

The California Endowment (TCE) has developed a multi-pronged leadership development strategy. One component of that strategy funds exemplary programs that represent models of boundary-crossing leadership work in the health arena.[1] After making a series of grants, the TCE leadership team seeks to learn more about the health leadership needs in Senior, Immigrant, and Youth communities and whether current leadership development efforts are meeting those needs. This scan is designed to assist TCE in supporting effective leadership development that contributes to improving the health and well-being of Youth, Immigrants, and Seniors by identifying opportunities to expand current efforts and illuminating where gaps exist.

TCE contracted with the Leadership Learning Community (LLC) to conduct this scan. LLC strengthens the work of those dedicated to developing leadership that can address significant social issues, such as health and healthcare. LLC brings together a diverse group of leadership development practitioners, grantmakers and thought leaders to identify successful leadership development approaches, conduct research and evaluations of current leadership efforts, and to exchange information and tools that will strengthen leadership development practices. With over 150 leadership development programs represented in the LLC, we have a breadth of knowledge for assessing leadership support needs and identifying potential leadership development gaps.

In January of 2005, with support from TCE and the Robert Wood Johnson Foundation, LLC convened a group of state and national leadership development program directors with a focus on health. The purpose of this gathering was to identify the specific needs of health leaders, and potential opportunities for those providing leadership development to health professionals, advocates and activists to increase their effectiveness through an exchange of ideas, information and lessons.

The group was asked to explore the value of forming an ongoing Learning Circle of Health Practitioners. One outcome of this first gathering was a scan, produced and published by the Robert Wood Johnson Foundation, which maps the capacity of current programs to meet health leadership needs. In addition, several networks have begun conversations about how to form a national community of learning and practice focusing on health leadership. The LLC has been facilitating this process and will be initiating a California based Health Affinity Circle to provide an ongoing forum for exchange among participants in this scan.

LLC has conducted four leadership development program scans in the past two years (including the RWJF Scan of Health Leadership). Scans provide a framework for synthesizing disparate knowledge about a range of different program approaches, current capacity, potential gaps and emerging opportunities so that stakeholders have information that can help them be strategic in their own leadership efforts. Recent LLC scans synthesize knowledge about:

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[1] Boundary crossing leadership is defined as leaders who are effective in crossing the divides of race, ethnicity, class, religion, sexual orientation, as well as sectoral, professional and geographic boundaries, in order to impact and create broad-based social change.

- National health leadership development programs;
- Innovative leadership development initiatives and methodologies;
- The scope of leadership approaches being implemented in the Greater Washington D.C. Area; and
- Efforts to diversify leadership positions in nonprofit organizations to include more individuals of underrepresented racial and ethnic groups.

LLC uses an approach to collecting and generating knowledge that builds community leadership capacity through the process of convening, collective reflection, and creating opportunities for on-going sharing and learning. We have consistently found that the analysis is deeper when it reflects a synergy of thought and collective analysis. This process also strengthens social capital. In an era where one of the most prevalent issues being surfaced by leaders is increasing fragmentation, narrow focus, and isolation, these convenings offer an opportunity to build relationships and promote exchange, thus addressing one of the most important leadership needs. This approach is consistent with the strategic view of TCE on the importance of crossing interpersonal, organizational, and sectoral boundaries.

LLC's commitment to leadership development stakeholders is reflected as well in how scans are utilized and disseminated. We have a strong commitment to generate public information that is accessible to those who will be able to use the knowledge to increase the effectiveness of their work. In addition to producing a high quality product for our client, we are committed to distributing our findings to health leadership development programs, service providers, and advocacy organizations that can use this information to strengthen leadership development opportunities for health leaders.

The scan will be published on the LLC website and distributed to all focus group participants once it has been approved for dissemination by TCE. In addition, we will provide a mechanism that invites online commentary and opportunities for leadership programs to update information provided about their programs because we realize that any analysis conducted at one point in time has limitations due to the continually changing landscape.

Methodology

The first step of this project was to identify organizations and programs to be included in the scan. A wide net was cast to find a variety of programs that serve and/or mobilize Seniors, Immigrants, and Youth in different regions of the State of California and that mentioned having a leadership development component. Through Internet research and referrals, over 160 organizations were identified in the first phase of the research. Identifying programs in the Central Valley and Northern California proved difficult to do via the Internet. We used phone calls and email to find additional programs in these areas. For a more detailed description of the criteria we used for identifying organizations see Attachment A.

Of the 160+ organizations initially located, 75 organizations participated in a series of twelve focus groups that were held in three regions of California (San Francisco, Los Angeles, and Fresno). Some of the invitees referred other organizations they felt should be "at the table" during these discussions. Of the 75 organizations who attended the

focus groups, 20 were from the Senior sector, 30 from the Youth sector, and 25 were from the Immigrant sector. For a list of focus group participants see Attachment B.

Focus groups were designed as a vehicle to surface the invaluable insights of those closest to the health leadership needs of the target populations. The focus group had several important objectives:

- To engage subjects of the scan in the process of mapping their capacity
- To deepen findings through a collective process of analysis
- To seed new relationships that could be a source of ongoing learning and collaboration

A fuller description of the focus group process may be found in Attachment C.

In addition to the focus groups, we also conducted six interviews with organizational leaders who provided greater detail about their leadership development efforts in diverse geographic regions of the State. A list of the people we interviewed and the questions we posed to them may be found in Attachment D.

In preparing the scan, we focused our attention on 34 organizations that had on-going leadership development efforts to support and build capacity among Seniors, Youth, and Immigrants in California (a list of these organizations may be found in Attachment E). We excluded organizations that provided only individual services to Youth, Seniors, and Immigrants, and leadership programs that were only available to health professionals. Profiles were prepared on each of these organizations (see Attachment F). Included in the profiles is a description of the organizational mission, the leadership development program(s) it runs, the target population it serves, and its funding sources. Attachment G provides summary charts for the areas that programs serve, their target populations, the leadership development approaches they use, and their funding sources. These charts were used to generate the graphs that are included throughout the report.

Listening to Leaders Working with Youth, Immigrants and Seniors

In designing our data collection for this scan, we distinguished Seniors, Immigrants, and Youth in order to focus on the particular leadership challenges that each group faces. A number of focus group participants raised issues about what this categorization obscures. They noted that some leadership efforts are intergenerational bringing Seniors and Youth together thus they do not fit either of these categories. Second, within Immigrant communities, most organizations serve families, including both Seniors and Youth. And finally, there are particular challenges that low-income Seniors and underserved Youth face as a result of poverty that make their leadership needs and challenges considerably different from their peers who are more economically secure. With these caveats in mind, we report on what we learned from listening to leaders who work with Youth, Immigrants, and Seniors.

Each focus group was asked to identify pressing concerns that affect the health of their communities. Below is a snapshot of health and social challenges that participants mentioned for Youth, Immigrants, and Seniors.

A Snapshot of Health and Social Challenges for Youth, Immigrants and Seniors

Youth
- Unhealthy life style practices (drugs, alcohol, violence, eating)
- Lead poisoning
- Lack of education (including nutritional education)
- Lack of adequate transportation (particularly in the Central Valley)
- Few organized structured activities
- Racism, poverty, homophobia
- Lack of mental health services

Immigrants
- Fear of deportation
- Reluctance to access services
- Concerns about the safety of health care
- Health care taboos
- Lack of education (health food choices, immunizations, types of illnesses)
- Little value placed on preventive care
- Inadequate mental health services
- Lack of health care for transient populations and the inability to track their health histories
- Lack of healthy lifestyle choices in neighborhoods (supermarkets, restaurants, parks)
- Inhospitable political climate
- Unavailable data about the demographics of immigrant populations
- Lack of intergenerational dialogue
- Isolation from mainstream culture
- Language and cultural barriers
- Overcrowded communities, insufficient housing and poor sanitation
- Family violence and sexual exploitation of women
- Poverty – lack of resources for basic needs (housing and food), little money
- Lack of self-esteem in newly immigrant communities

Seniors
- Inaccessible services
- Lack of understandable information about health benefits and medical choices
- Lack of affordable health coverage; no universal health care system
- Inadequate choices regarding long-term nursing care and home care
- Lack of care for caregivers
- Making medical decisions when an elder loses their ability to make their own decisions
- Depression
- Isolation
- Fears about change
- Lack of transportation
- Lack of affordable housing and employment
- Lack of access to technology and how to use it
- Lack of opportunities for meaningful intergenerational connections
- Social messages about aging
- Lack of preparation for the upcoming retirement of the baby boom generation

In what follows we highlight leadership issues that were commonly discussed across all three communities. In some cases, there are distinct challenges for particular groups that will be noted. We address leadership issues within organizations, between organizations, and in communities. Throughout our discussion we give voice to the needs that were expressed and the suggestions that people had for addressing those needs.

Organizational leadership needs

The most prevalent organizational leadership challenges mentioned by participants were:
- Generating, retaining and transitioning leadership
- Securing flexible and sustainable funding for leadership programs and other capacity-building efforts
- Finding and successfully implementing best practices and tested leadership models
- Knowing about, and connecting with, other organizations that share common goals

Generating, retaining, and transitioning leadership
Focus group participants identified a number of leadership challenges related to generating, retaining and transitioning leadership:
- A tendency for people to hold on to leadership rather than stepping back to let others take leadership
- Developing leaders who stay with the organization for a short-time and then leave (often after a grant ends)
- A lack of training programs for new leaders and professional development opportunities for existing leaders
- Few models for helping existing leaders leave an organization and pass on their knowledge to others
- A lack of diversity and cultural competence at the executive level of many organizations and agencies

A recent study by the Annie E. Casey Foundation notes the serious lack of attention that has been given to developing and supporting emerging leaders in the nonprofit sector and the challenge this will pose over the next decade as leaders from the Baby Boom generation retire. This issue has the potential to cut across all sectors and issues. In the next phase of its work TCE may have an opportunity to position boundary crossing as a critical capacity to be cultivated among the next generation of emerging leaders. This could have a tremendous impact on the sector should the transfer of leadership reach projected levels.

Small nonprofit organizations, structured hierarchically, provide little training, advancement or leadership opportunities for their staff. Focus group participants recognized the need for more staff development but seemed uncertain about how to address it.

> *We know that staff development is important, but how do we really implement it.*

Lessons learned from youth-led organizations may be especially relevant to help others address this issue. The Center for Young Women's Development, a youth-led organization of young women involved in the "underground street economy" and the "juvenile justice system" makes training and leadership development the core of what they do. Every program coordinator has a development associate who is waiting to take over the position when the coordinator leaves. Transition is the goal of their program so that others can learn and take their place.

Securing flexible and sustainable funding

Focus group participants frequently noted that funding cycles and funding priorities often have an adverse impact on the leadership capacity of organizations. Short funding cycles make it difficult to retain good leaders after a grant project ends since few organizations have a sustainable funding strategy in place.

In addition to the short-term cycle of many funding sources, the expectations and structure of many grants may create burdens for organizational leadership. For instance, we heard leaders lament about what was expected of them with only limited funding. Since few grants fund organizational infrastructure, many leaders find themselves stretched thin trying to meet program expectations and continue running the organization. In addition, grant requirements often leave leaders adhering to the letter of the grant even though conditions and opportunities may have shifted. One participant commented,

> *We need to create more sustainable funding over a period of time that is flexible and supports the expansion and changes that occur.*

These issues are intrinsic to the sector and have been receiving increasing attention over the past several years. In response to these concerns the Edna McConnell Clark Foundation (EMCF) recently began experimenting with a grantmaking strategy to help a select number of youth development organizations with whom they partner in a long-term relationship. They support promising organizations with unrestricted grants to hire skilled managers, bolster their governing board, improve their infrastructure, and develop robust evaluation systems. When organizations are ready, they underwrite the planning costs for a business plan. When the business plan is completed, it forms the basis for a multi-year investment by the Foundation with agreed upon performance goals. The Foundation monitors performance and assists organizational leaders to make adjustments as needed. EMCF is committed to documenting what it is learning from this approach.[2]

More foundations are recognizing that today's nonprofit leaders need to be more entrepreneurial and explore sustainable revenue streams, e.g. fee for service strategies, products, partnerships, etc. The Enterprise Foundation manages a portfolio of nonprofit organizations that are undertaking profit-making ventures to fund their services and advocacy efforts. HOMEY has partnered with a silk screening business to produce t-shirts with the designs of their young artists. Their hope is that sales will help to underwrite their organizing and that providing income for constructively channeled youth art will provide young people with viable alternatives to the street. Some funding strategies recognize and promote models of entrepreneurship, e.g. Skoll Awards, others provide training and technical support to help leaders develop new skills sets such as how to conduct a market analysis.

Finding and successfully implementing best practices and tested models

Organizational leaders reported that they do not have access to practical information about what does and does not work to improve health in their communities. In the

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[2] www.emcf.org

absence of such information, leaders find themselves "reinventing the wheel," and using scarce resources inefficiently. Participants in leadership development evaluations often note that one of the most important benefits and outcomes of their leadership development experience is the exchange of knowledge and resources among participants. Outside of these programs the opportunities for peer learning are limited. One participant noted,

> *We need to share information equally with everyone in an effort to sustain services. We need to know what works and what doesn't work.*

While knowing what does and does not work is important for program design, some participants acknowledged the challenges of implementing a new model without adequate training and technical assistance. Some leadership programs incorporate a peer learning process that enables leaders to learn from one another. One example of a peer learning program is LeaderSpring which supports individualized study trips for nonprofit executives to learn from their peers.

In addition to peer learning, other suggestions from focus group participants were:
- More funding for research to identify best practices and models that work
- A clearinghouse of services and resources

An important organizational leadership competency that often surfaces is the capacity to effectively evaluate programs in a timely way and use that information to make improvements. Organizations frequently lack evaluation capacity and the tools to assess their own programs. Strengthening these skills and providing user-friendly tools that leaders can use may improve the quality of existing programs and opportunities for cross-program learning and knowledge development within a field of practice.

Knowing about, and connecting with, other organizations that share common goals
Focus group participants reported that they did not know about each other's work. The isolation of organizations from each other, even among those who are serving the same community, has a number of unintended consequences. A lack of coordination often means that organizations may be providing overlapping services, and not using their resources efficiently. Organizations miss opportunities to learn from, and leverage each other's work. They have little chance to share information about what does and does not work, or work together to increase their influence on policies that affect the communities they work with. These comments highlight and reaffirm the importance of TCE's emphasis on boundary crossing as a key leadership competency and strategy for systemic change. Programs working on single issues and only with specific target populations will not be able to work effectively at the level of root cause and systemic change. In the next section, we explore in much greater depth the challenges and opportunities of supporting organizations to work together.

Some suggestions by focus group participants for addressing the isolation and lack of awareness are:
- A directory of organizations and the work they do
- Interactive websites with chat capability

- Forums for convening organizations that share similar goals, such as learning communities or affinity groups to share information and tools

Inter-organizational leadership needs

Our focus groups demonstrated that few leaders have an opportunity to come together with their peers for reflection and shared inquiry. We frequently heard how valuable it was for people to meet their peers and talk openly about what their challenges are and what needs to be done. There was a significant amount of discussion about why organizations are isolated from each other, and what might be done to connect organizations to better leverage resources and learning. The most common challenges mentioned by focus group participants include:

- Connecting and leveraging resources of service providers and advocacy/research organizations
- Competition for funding
- Creating multi-issue coalitions
- Adopting a systemic and integrated perspective

Connecting and leveraging organizational resources
A major gap exists between organizations that provide services and organizations that engage in advocacy and/or research. Leaders from service organizations noted that they do not have the resources or the capacity to organize advocacy work. Leaders from advocacy organizations reported they lacked community connections to effectively mobilize constituencies in support of policy changes. The result is diminished resources, inadequate policies, and decision-making processes that are not inclusive. Service organizations expressed caution about turning their attention to advocacy work because they feared that this would overburden their staff who already have a difficult time coping with the increasing demands for their services. They suggested forming stronger alliances with advocacy organizations, rather than doing the work themselves.

In an evaluation of the Echoing Green Fellowship, organizational leaders revealed that they often had a bias toward their own strategy, and were critical of others. Those in advocacy felt that service delivery was a stop gap measure while service providers felt that those in advocacy were less appreciative of the need to make immediate improvements, even partial ones. In a Fellowship Program that brought together leaders using both strategies, they were able to cultivate an appreciation of each other's approach and find opportunities to leverage each other's work. This is an excellent boundary crossing result. The solution is not for overtaxed leadership to do everything, but rather to work smarter through stronger cooperative relationships that leverage constituency and policy.

A similar gap exists between service and research organizations. Service providers lack access to research findings about "best practices" and the practical information they need to design and implement better programs. Without close contact between service organizations and researchers, there is a strong likelihood that research questions will not address the needs of community members and that methodologies will not be participatory. The result will be research that has little practical relevance to the people or the problem being studied. Leadership for a Changing World, a leadership program

funded by the Ford Foundation, has developed participatory research approaches to partner with leaders in communities to define and implement research projects that meet their learning needs. The California Wellness Foundation funded an Academic Scholars Program to attract more community representatives and people of color into positions as researchers bringing with them an understanding and analysis of violence and successful prevention based on their deep knowledge about problems in their communities.

Some suggestions from focus group participants for strengthening the connections and opportunities for leverage among organizations include:

- Develop and implement a common project to promote cross-organizational collaboration
- Allocate planning grants to identify a common agenda and resources to implement the agenda
- Have larger organizations mentor smaller organizations
- Create a Nonprofit Service Providers Council
- Build the capacity of service organizations to partner in advocacy campaigns

Competition for funding
Focus group participants repeatedly mentioned that funding tends to provide incentives for competition rather than cooperation or collaboration. Since many nonprofit organizations that serve Youth, Immigrants and Seniors are funded by foundation grants, there is often an inherent competition among organizations to receive those grants. This makes organizations reluctant to share information about their programs for fear that this information may give other organizations a competitive edge. This highlights the need for organizations to develop other sources of funding. TCE's support for technical assistance to organizations to address sustainability issues using the Community Wealth Ventures model is one example of how funders are supporting organizations to generate their own wealth rather than relying solely on foundation funding. As a result of such efforts, incentives for competition may be diminished.

It is also important to look at how to strengthen partnerships. Some organizations like HOMEY have emerged under fiscal sponsorship of like-minded organizations. Fiscal sponsorship under programs like The Tides Center provide organizations with a chance to explore synergies with potential partners over time before incorporating as a 501c3. Other strategies might be to encourage collaborative funding proposals through planning grants that support organizations to explore how they can best leverage each other's work and work together to bring about some change. As organizations develop stronger relationships through other convenings and forums they are more likely to be creative about collaborative funding opportunities.

Building multi-issue coalitions
Many focus group participants reported that they participate in coalitions, but usually these are around a single campaign or issue. We frequently heard a desire expressed for multi-issue coalitions in order to increase the political leverage that organizations have collectively when they work together and support each other around issues of concern to the community. Three participants commented,

> *Too often we create coalitions around one issue. We need more coalitions across sectors.*

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*If we had hundreds of people and organizations in the same network,
political leaders would listen.*

*We need to create opportunities for diverse immigrant communities and
organizations to build relationships, trust, and discover common interests
for collective action.*

Effective multi-issue coalition-building succeeds only if organizational leaders keep
focused on the multiple needs of the communities they serve, rather than looking at these
needs piecemeal. A report of grassroots community leadership development efforts
funded by the W.K. Kellogg Foundation found that the single greatest challenge was
supporting programs to transcend their narrow focus on one issue to develop a common
broad agenda to address community needs.[3] For example, improving mental health
services and access to transportation both impact the health of young people, yet without
a multi-issue coalition each of these issues will be addressed separately.

Participants noted that effective multi-issue coalitions are particularly needed to improve
health and health care because health care decisions at all levels of government are
deeply political.

Another challenge for coalitions is the lack of funding for staff and support. Too often
organizational leaders, who participate in coalitions, have had to add significant
responsibilities to their already overburdened workload. Funding for staff support would
relieve these burdens. This could be relieved if there was funding for the coalition's
work. One of the challenges of funding coalition work is that an independent 501c3 may
not exist. Granting money through one organization in the coalition may inadvertently
alter the balance of power among those who are collaborating. Some funders have used
planning grants to explore the capacity of an organization to lead a coalition effort.

Adopting a systemic and integrated perspective
One of the biggest challenges noted was the fragmentation of health services, advocacy,
and research on the one hand and the lack of a social change perspective on the other.
The result, according to participants, is an incoherent system that is difficult to access and
lacks the political capacity to act collectively. One participant commented,

*We need to redesign the system so that it works for our community. We
need to work toward formal program integration for more sustainability.*

Participants acknowledged a need to be able to step back and see the big picture, to
understand how what they do fits into the big picture, and to transcend turf issues in order
to work collectively to improve the health system to better serve everyone. A feeling was
expressed that incremental change would never get the results that are needed. These
findings were echoed in the Health Scan produced for the Robert Wood Johnson
Foundation. Participants cited the lack of a health reform agenda that unites disparate

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[3] W.K.Kellogg Foundation, Grassroots Leaders: Growing Healthy and Sustainable Communities,
www.wkkf.org

issues to a broader framework as a serious impediment to comprehensive systems change.

Civic and community leadership needs

Participants noted that among the biggest challenges is that Youth, Immigrants, and Seniors are not speaking up, being heard, or participating actively enough in the political process in order to improve the health and well-being of their communities. Focus group suggestions clustered around the following themes:
- Strengthen the leadership voice of Youth, Immigrants and Seniors
- Increase civic participation
- Collect better data about community needs

Strengthen the leadership voice of Youth, Immigrants and Seniors
The voices of Youth, Immigrants and Seniors are among the least heard in California. Each group faces somewhat different challenges. Youth are frequently not respected as leaders because of their age. Youth leaders noted that when they speak to adults, adults often do not listen to what they say or take them seriously. Immigrant voices are often unheard because they are afraid to speak up for fear they may be deported, and often they are not comfortable speaking in English. Seniors frequently have strong advocacy organizations that speak on their behalf. Some older Seniors may have difficulty quickly clarifying and articulating their thoughts which leads younger people to dismiss what they have to say.

Focus group participants noted a need for more leadership opportunities and programs that develop community leaders who can speak from their own experiences and have visibility and credibility as spokespeople with the media and other institutions that shape public opinion. The California Wellness Foundation's Violence Prevention Initiative integrated media training into the curriculum of both the Academic Fellows and Community Fellows programs. Participants generally felt that the training by the Berkeley Media Studies Group helped them to become more effective spokespeople in shaping the public discourse about violence.[4]

Increase civic participation
Those citizen or constituency groups that participate in decision-making about issues that are important to their communities, and who vote, are much more likely to be heard. Youth and Immigrant groups are particularly lacking at tables that make decisions that affect their lives. Furthermore, those who are making decisions often lack cultural competency to fully understand the impact their decisions have on diverse communities. Compounding the absence of Youth and Immigrants from decision-making tables is the fact that by and large these groups do not vote. This limits their political influence. Seniors (and organizations that work on behalf of Seniors) are far more organized, and Seniors vote in higher numbers. Thus Seniors have more political influence than either Youth or Immigrants, however, the needs of Immigrant and low-income Seniors do not receive as much attention.

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[4] The California Wellness Foundation Violence Prevention Initiative Evaluation Report.
http://www.leadershiplearning.org/pools/evaluation/

There are innovative programs seeking to expand who participates in decision-making, such as Leadership in Action, a program funded by the Annie E. Casey Foundation that brings together government, nonprofit, and community leaders to develop a vision for change, aligned with action that produces measurable results that improve community health and well-being.

Some suggestions for increasing civic participation include:
- Expand who is at the table where decisions get made that affect the health of Youth, Immigrants and Seniors, including grassroots community leaders
- Build the capacity of community leaders and policymakers to understand each others' needs and constraints
- Register more Youth and documented Immigrants to vote
- Encourage and support more Immigrants to become citizens
- Encourage and support legislators that open forums to their constituents
- Create neighborhood leadership institutes to educate community leaders and consumers about how policy and advocacy make change, and how to participate effectively in that process
- Support direct action organizing
- Improve transportation

Collect better data about community health needs
Participants noted a lack of data about community health needs. In Immigrant communities, transient populations and the fears people have about divulging information make it difficult to know with certainty who does and does not have access to quality health care. Similarly with Youth, the stigma that exists around youth sexual behavior, drug use and other health issues makes it difficult to collect adequate data about the scope of health needs. Participants also noted a lack of funding to collect data about community needs.

Some leadership programs make collecting and analyzing data for policy use core to their program design. The Central Valley Health Policy Institute's Health Policy Leadership Program brings together a diverse cross section of leadership participants from healthcare, community organizations, advocacy groups, media, local government, public health, education and business in a program that focuses on solving health problems by gathering and analyzing data and making recommendations that can inform policy change to deal with the significant health issues of the region.

Designing data collection efforts that are culturally sensitive and involve Youth and Immigrants in determining what data needs to be collected, how to collect the data and analyzing what it means, will produce better quality data and build the leadership capacity of community members. Community asset-mapping is one approach that has been highly successful at involving many community members in collecting data about their communities. Other approaches include youth collecting oral histories from elders and digital story-telling that empowers community members to tell their own stories.

In the next section, we turn to an in-depth look at 36 organizations that develop leadership capacity in Youth, Immigrants, and Seniors in the State of California.

# A Scan of Community Health Leadership Development Efforts

The organizations and programs we highlight in this scan offer a variety of models for developing and supporting community health leadership. Some of these leadership efforts are specifically targeted towards Youth, Immigrants, and/or Seniors. Others target ethnic groups and/or women without specific mention of whether they target Youth, Immigrants, or Seniors. Still others support the development of organizational leadership capacity and/or strengthen networks of organizations. By looking across this broad landscape of programs we discover important lessons and opportunities about promising practices, leadership gaps, and new opportunities for supporting leadership that will positively impact the health of Youth, Immigrants and Seniors.

## Demographic Overview of Programs in the Scan

Target population served

Of the organizations that are profiled in the scan, 85% have a focus on developing Youth leadership. Eighteen percent have a focus on Immigrant leadership and eighteen percent have a focus on Senior leadership. We did not assume that ethnic organizations serve the leadership needs of Immigrants unless they specifically indicated that they did so. For instance, an organization like the Korean Community Center of the East Bay may indeed serve Immigrants but they did not mention this target population in their materials so we did not include them as developing Immigrant leadership. We found very few organizations that developed the leadership of Seniors. By contrast we found many organizations that provide services to Seniors or advocacy organizations that mobilize around issues of importance to Seniors. Few, however, actively involve Seniors in developing their leadership. In some cases, organizations serve more than one constituency. For instance, the Asian Immigrant Women Advocates has programs that develop Immigrant Women's leadership and Youth leadership. In this case, we included the organization in both the Immigrant and Youth categories. The following summarizes the number of organizations in the scan that develop leadership in each sector.

Number or Organizations with Leadership Programs Serving Seniors, Youth and Immigrants
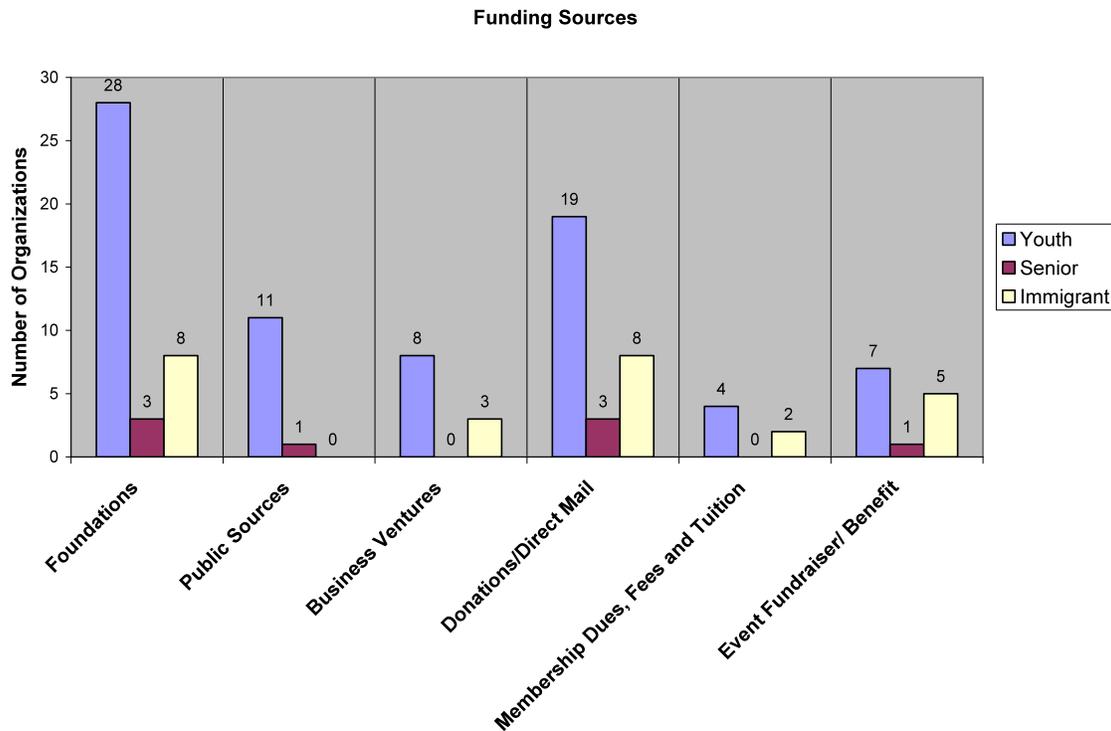
Seniors, 3

Immigrants, 8

Youth, 28
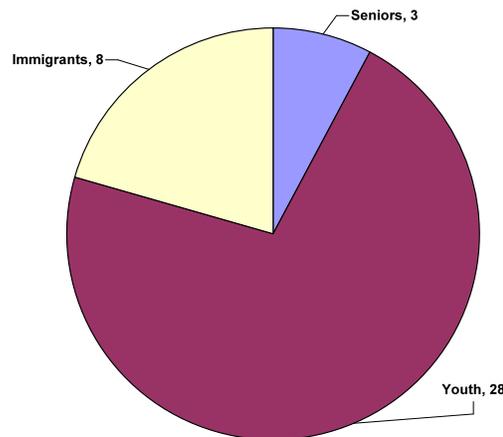
Geographic areas served

Of the organizations profiled in this scan, the majority (54%) served the Bay Area. The organizations serving Southern California make up 16%, and those serving the Central Valley comprise 14%. Far Northern California is represented by the fewest number of organizations, about 9%. Three organizations serve the entire state of California. Additionally, five organizations have locations in more than one region of the State: Barrios Unidos, Gray Panthers, Future Leaders of America, Partnership for Immigrant Leadership and Action, and California Center for Civic Participation & Youth Development.   The following represents the areas of California served by the organizations profiled.

Number of Organizations Served by Area
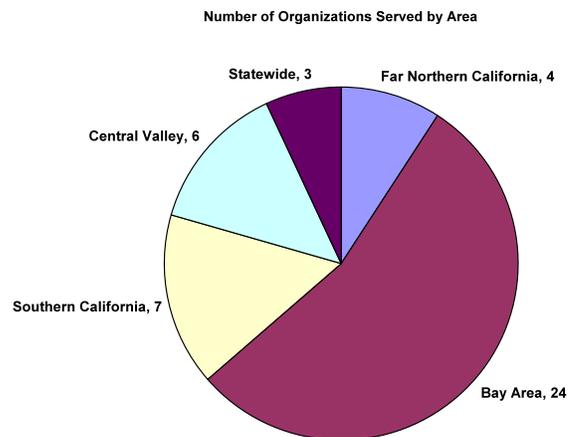
Funding sources

All of the organizations profiled in the scan receive funding from foundations. Of those organizations serving Youth, 67% receive funding from individual donations, and 39 % receive funding from public sources. Of those organizations serving Immigrants and Seniors, all receive funding from individual donation. One Senior organization received funding from public sources. Of the Immigrant organizations represented in the scan, none received public funding. Business ventures are much more likely to be a source of revenue for Immigrant-focused and Youth organizations (37% and 29% respectively) than for senior organizations. Every organization in the scan has at least two sources of revenue. While we have not done a financial analysis of revenue sources for these organizations, it does appear that foundations are their primary source. Given some of the challenges that focus group participants mentioned about the structure and expectations of foundation funding, the lack of other sources of revenue may exacerbate these challenges.

Funding Sources

Chart: Number of Organizations by funding source (Youth, Senior, Immigrant)

Funding Source	Youth	Senior	Immigrant
Foundations	28	3	8
Public Sources	11	1	0
Business Ventures	8	0	3
Donations/Direct Mail	19	3	8
Membership Dues, Fees and Tuition	4	0	2
Event Fundraiser/ Benefit	7	1	5

Leadership Development Approaches

In what follows, we distinguish eight leadership development approaches that are most frequently used by organizations to develop the leadership of Immigrants, Youth, and Seniors. We describe what distinguishes each approach, give examples of programs that are using the approaches, and suggest ways in which organizations may consider leveraging the approaches they are using. In reality these approaches often overlap. When organizations use multiple approaches, we indicate which of their programs align with which approach.

The eight leadership approaches are:
- Leadership training and education
- Leadership roles and new leadership opportunities
- Peer leadership and support
- Civic participation/policy
- Community organizing
- Fellowship/leadership programs
- Organizational capacity building
- Inter-organizational coalition and network-building

Before describing each approach in more detail, we provide a chart that indicates which programs are using each approach, and whether they target Immigrants, Youth, or Seniors.

Leadership Development Approaches	Immigrant	Youth	Seniors
Leadership training and education	Asian Immigrant Women Advocates – Immigrant Women's Leadership Academy	Asian and Pacific Islander Wellness Center -- AQU25A Summer Institute Fresh Lifelines for Youth – Lead Eagle Future Leaders of America – Leadership Camp Barrios Unidos- The Cesar E. Chavez School for Social Change Leadership Excellence – Camp Akili Women's Institute for Leadership Development for Human Rights – Yuri Kochiyama Leadership Institute	Senior Action Network – The Senior University
Leadership roles and new leadership opportunities	Asian Immigrant Women Advocates – membership board	A Place Called Home -- The Students Council California Center for Civic Participation and Youth Development – Statewide Youth Board on Obesity Prevention Center for Young Women's Development – Sisters Rising Above and Changing the Odds Externship Program Fresno County Community Health – Tobacco Prevention Youth Advocacy Coalition Future Leaders of America – Leadership Conference Young Workers United Great Valley Center- Grant Advisory Boards for Youth HOMEY – Youth Internship Program Southern Californians for Youth –	Experience Corps Young Workers United

		Youth Board	
Peer leadership and support	Mujeres Unidas y Activas – Clinics of the Soul Peer Counseling Sessions	Central City Lutheran Mission – The Adolescent Health Care Program and Peer Leaders Fresh Lifelines for Youth – Peer Leadership Fresno County Community Health – kNOw More Peer Education Program Future Leaders of America – Staff Training Health Initiatives for Youth – Peer Educators National Latina Health Organization – Nahui Ollin Teotl Oakland Asian Students Educational Services – Inspire Mentorship People Reaching Out Inc – PRO After School Youth Leadership Institute-Tobacco Prevention Projects HOMEY – Native Graphics Entrepreneur Program	
Community organizing/ popular education	Asian Immigrant Women Advocates – Workplace Literacy Program and the Youth Build Immigrant Power Project Mujeres Unidas y Activas – Leadership and Unity for Community Empowerment	Asian Immigrant Women Advocates – Youth Build Immigrant Power Project Oakland Asian Students Educational Services – Asian Youth Promoting Advocacy and Leadership People Reaching Out Inc – Students Reaching Out The School of Unity and Liberation – Training Program Barrios Unidos- The Cesar E. Chavez School for Social Change The Citizenship Project- Youth in Action Youth Leadership Institute-Communities Mobilizing for	

17

		Change in Alcohol	
Civic participation/policy	Latino Issues Forum – Latina Health and Reproductive Rights The Citizen Project – Youth in Action	California Center for Civic Participation and Youth Development – Youth Action League Central Valley Partnership – Youth Justice Institute Fresh Lifelines for Youth – Project Citizen Leadership Excellence – Stand for Somethin' Young Workers United Youth Leadership Institute- Prevention Youth Councils	Gray Panthers
Fellowship/leadership programs	Asian Pacific American Legal Center – Leadership Development in Interethnic Relations Central Valley Partnership – Immigrant Leaders Fellows Program Mexican American Legal Defense and Education Fund – Mid-Career Leadership Development and National Parent School Partnership Program	California Center for Civic Participation and Youth Development – CATAPULT Kids First – Real Hard Korean Community Center of the East Bay – The Young Community Leaders Program	
Organizational leadership development capacity	Partnership for Immigrant Leadership and Action – Leadership Development Training Series		
Building inter-organizational networks	Latino Issues Forum – The Latino Health Alliance and The Latino Universal Health Access Network	Youth Leadership Institute- Friday Night Live and Youth Development Partnerships	

Leadership training and education

Training and education approaches have a structured curriculum that guides the learning process. Often this approach is used to provide knowledge about a subject or teach a new skill. For instance, *Asian Immigrant Women Advocates* has a number of leadership development programs for Immigrant Women. The *Immigrant Women's Leadership Academy* provides education on the economic and social history of Immigrant Women in the United States, along with training in public speaking, networking, building coalitions, and organizing and facilitation skills.

Some trainings incorporate experiential learning as part of the curriculum. *Fresh Lifelines for Youth* has a violence prevention course in law-related education that involves youth in learning by engaging activities such as mock trials and city council hearings. Other Youth leadership training programs include the *Yuri Kochiyama Leadership Institute* supported by the *Women's Institute for Leadership Development for Human Rights (WILD)*. The Institute offers an intensive introduction to human rights for Bay Area young women ages 14-23. *Asian and Pacific Islander Wellness Center's AQU25 Summer Leadership Institute* that develops Youth leadership skills, peer counseling techniques and knowledge about HIV prevention. The *Future Leaders of America's Leadership Camp* that introduces Youth to public speaking, facilitation, assertiveness training, and community empowerment.

The *Senior Action Network – The Senior University* is a leadership training program designed by and for Seniors to promote their abilities to organize and advocate around issues of common concern. Over 600 Seniors have studied topics such as team building, public speaking, lobbying, community organizing, diversity training, and facilitating effective meetings. Senior University courses are offered in four languages.

The focus group discussions pointed to the need for increased competency in several areas, such as media use, advocacy training, and data collection and analysis skills. Trainings are an effective way to introduce people to these skills.

Leadership programs frequently incorporate an education or training component. While this approach is useful for covering a wide range of information in a short time, we have not found it to be as effective as more comprehensive strategies that include cohort development and sustainable peer learning for building leadership capacity.

An alternative leadership education model that does focus on cohort development and sustainable peer learning is the alternative high school, *Cesar F. Chavez School for Social Change* that *Barrios Unidos* has initiated in partnership with the County Office of Education in Santa Cruz. The high school combines a core academic curriculum and a leadership development program. This comprehensive educational and leadership development program goes significantly beyond most training efforts.

Leadership roles and new leadership opportunities

One way to become a leader is to take on a leadership role. A number of organizations in this scan are community-led. The governing board of *Asian Immigrant Women Advocates* is made up of immigrant women leaders working in different low-wage industries who are provided with the opportunity to develop their leadership skills as members of the Board. The Board organizes events, reaches out to the community, conducts political education and training, and plans campaigns for justice. Another

example is the *Center for Young Women's Development* (CYWD). CYWD is run and led entirely by young women. Their program, Sisters Rising, hires seventeen young women each year in paid internships that incorporate healing, skills development, political education, community organizing, and reintegration into the community. *Young Workers United* is also youth-led and focuses its efforts on organizing young workers to improve standards for low-wage service work.

Homey recruits young people to participate in the work of their organization. All participants are called 'staff' whether paid or unpaid and are involved in discussions about the work of the organization as part of their training and leadership expectations. *A Place Called Home* has a *Student's Council* that organizes projects such as walkathons, fundraising, and outreach efforts.

Other examples include the *Great Valley Center's Grant Advisory Boards for Youth* (GABY). GABY is a "youth-to-youth" philanthropy initiative where teenagers make grantmaking decisions about which youth programs to support in their communities. Its purpose is to offer Valley teens a meaningful experience in decision-making, promote civic participation and spread resources to local youth groups and youth serving organizations. The *Youth Leadership Institute* also has a youth philanthropy program

Providing new leadership roles and opportunities is an effective strategy for supporting previously disenfranchised groups to develop the skills and credibility they need in order to demonstrate their leadership potential. This is one way to strengthen the leadership pipeline and encourage more diversity in the top leadership echelons of nonprofit organizations.

A powerful way to better leverage learning from leadership roles is to build in opportunities for individual and collective reflection grounded in the leadership experience. MIT's Center for Reflective Community Practice has found that when exercising leadership is combined with reflective practice, a much deeper level of learning takes place, and leadership improves. This need is underscored in the focus group findings by the expressed need to be more intentional in efforts to identify and share successful practices within one's field.

Peer leadership and support
Another commonly used leadership development approach with Youth is to train and support them to become peer mentors, peer counselors, and peer educators. The Fresno County Community Health Department operates *kNOw More Peer Education Program* which recruits and trains high school students about relationship abuse so that they can become effective peer educators. *Health Initiatives for Youth* also trains peer educators to develop their own workshops for their peers on pertinent community health issues, such as HIV prevention and substance use. Other Youth mentoring programs include *Oakland Asian Students Education Services' INSPIRE Mentorship Program,* and *People Reaching Out After School* mentoring program.

Young people are among the most effective role models for other young people, especially if they share similar backgrounds and personal histories. Giving young people leadership responsibilities to guide other young people is a powerful strategy for

developing commitment and cultivating a desire to give back – a core element of effective leadership. They also learn interpersonal and presentation skills.

An intergenerational model of mentoring has been developed by *Experience Corps*. They train and support Seniors to mentor Youth in urban public schools and after school programs.

While we found the peer support approach most commonly used by Youth programs, *Mujeres Unidas y Activas* trains the women in its organization to offer peer support and referrals through its "Clinicas del Alma" program. The *National Latina Health Organization* has a group mentoring program for Latinas and young women of color in middle school and high school that provides a safe environment for them to explore making positive life choices. Within the Senior community we did not find any organizations that offer training in peer support, although several organizations, such as Lavender Seniors, have peer support as part of their mission.

An opportunity exists for those organizations that have developed formalized training programs in peer support to share their learning, and perhaps curriculum, with other organizations that have peer support as part of their mission but lack a training program. While one-to-one relationship building supports individual leadership development, it does little to expand the social capital of these emerging leaders unless mentors see it as part of their charge to introduce their mentees to their own networks. Learning from prior scans suggests that convening mentors and mentees with other mentors and mentees expands the people with whom they feel connected, thus increasing the resources that emerging leaders have available to them and helping them overcome the isolation and fragmentation that was highlighted as a serious area of concern by focus group participants.

Civic participation/policy
Civic participation programs strengthen the leadership capacity of those who have been left out of the democratic process to become more involved with public issues affecting their communities, cities, and states. Often these programs involve community members in conducting their own research, making policy recommendations, and advocating on behalf of those recommendations. Compared with Seniors who vote in larger numbers, and have strong advocacy organizations working on their behalf, Youth and Immigrants participate in civic and policy activities far less frequently. In a recent PolicyLink report, findings suggest that communities are disadvantaged when their voices are not present at policy tables.[5]

The *California Center for Civic Participation and Youth Development (CCCPYD)* has a number of programs to increase Youth civic participation. *CCCPYD's Youth Action League* assists Youth in the Central Valley to develop a needs assessment of their community, along with a service learning project and a policy activity. Participants in *CCCPYD's Policy Leadership Programs* survey their peers and interview academics, stakeholders and decision-makers after which they form policy recommendations to present to policymakers through hearings, conferences and media events.

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[5] Leadership for Policy Change: Strengthening Communities of Color Through Leadership Development, Policy Link, 2003.

Another example is *Fresh Lifelines for Youth's Project Citizen* that supports Youth to analyze public policy and research solutions to the problem of over-incarceration of youth in Santa Clara County, and then design their own public policy solutions and present them to the Juvenile Justice Commission. A model like this one might be applied to other issues as well.

The *Korean Community Center of the Easy Bay* has a *Young Community Leaders Program* develops the leadership capacity of high school youth to identify and address problems in their communities through leadership training and civic education workshops. *The Citizenship Project* has several programs including *Youth in Action* which has mobilized hundreds of Immigrant Youth to advocate for policy change. *Gray Panthers* is an organization of intergenerational activists that advocates for social and policy change in communities, with significant attention to issues that affect Seniors.

Civic participation programs operate within the democratic system as it currently exists. While these programs seek to expand democratic participation, they are generally not trying to change the system itself. The success of these programs may depend in part on their ability to increase voter access and turnout, a goal that few of these programs have made explicit.

Community organizing
Community organizing shares many similarities with civic participation in that they are both collective leadership strategies to mobilize groups of people around a change agenda. The organizing model makes an important contribution to the field of leadership development by highlighting the disparity in power and equity that reinforces current social systems. Without addressing issues of equity and disparity it will be hard to exercise leadership on behalf of lasting systemic change.

REAL HARD (Representing Educated Active Leaders – Having a Righteous Dream), a program of *Kids First,* is a leadership training program that supports youth from across the city of Oakland California to learn organizing skills and develop campaigns to achieve educational justice in the Oakland Public Schools. Youth collected surveys, analyzed results, and made recommendations to improve the schools in their report, *Student Voices Count.*

The *School of Unity and Liberation (SOUL)* trains a multi-racial generation of young organizers - especially young women, young people of color, queer youth and low-income youth – to have the skills and the vision they need to mobilize their communities and develop visions for social change. SOUL has a Summer School for young activists that provides organizing internships, political education and organizing skills.

Asian Immigrant Women Advocates Youth Build Immigrant Power Project seeks to develop the leadership and organizing skills of Youth from low-income Asian Immigrant families. Youth (ages 14-21) work on issues such as fighting against sweatshop working conditions, ensuring a voice for the immigrant community in Oakland, and teaching garment workers about their health and safety in the workplace.

The *Youth Leadership Institute* YO! Mateo (Youth Organizing San Mateo Country) is a youth led effort to ban on-campus sale of products from subsidiaries of tobacco

companies. The Youth Leadership Institute has a number of curricula and training manuals that support youth-initiated projects and youth-adult partnerships. They also have toolkits that support local youth councils to organize environmental prevention campaigns.

Mujeres Unidas y Activas' Leadership and Unity for Community Empowerment program is designed to deepen the leadership and organizing skills of Latina immigrant women.

Often community organizing approaches incorporate a component of healing. *Leadership Excellence* provides grassroots community organizing and leadership skills to African American children and youth. Their *Camp Akili* program trains youth to identify and challenge systems of violence, racism, and sexism. Core to their work with young people is personal healing.

Community organizing approaches are often single-issue and geographically focused. Their impact may be increased by linking organizing efforts across issues and/or across constituencies. Adding components of reflective practice and network-building among community organizers may strengthen their leadership and support them to feel less isolated.

Fellowship/ leadership development programs
There are a number of programs that share the features of more established fellowship and leadership development programs. In general leadership development programs organize their delivery of content and/or supports to a cohort of participants. The cohort usually meets over some duration of time to provide opportunities for applications and foster relationship building among participants. The development activities or curriculum, if there is one, are most often experientially-based, drawing on principles of adult learning. These programs often provide participants with financial support or some form of subsidization. This model is used by programs that focus on a specific field, a particular target population, a desired outcome, or a specific leadership competency.

The *Asian Pacific American Legal Center (APALC)* established a *Leadership Development in Interethnic Relations (LDIR)* program. This program is designed to develop leadership that "can shift existing paradigms about power, race, gender, and the public interest." LDIR was developed in response to racial tensions in Los Angeles in the early 1990s. By bringing together cohorts of intentionally diverse participants, LIDR supports people to explore their individual and group identities in a safe setting, engage in cross-cultural collaborative work, and implement a community project that positively affects race relations. The LIDR model is being replicated in other states. Its focus on boundary-crossing leadership is the most intentional of any program in this scan, and offers a curricula and process that may be replicated elsewhere in California. Their Boundary Crossing curricula may be integrated as a competency that other leadership development programs seek to cultivate.

The *Central Valley Partnerships Immigrant Leaders Fellowship Program* supports and trains emerging Immigrant leaders committed to organizing effective civic action in the Central Valley by matching fellows with mentor organizations, assisting fellows to develop and implement learning plans, hosting cohort gatherings where fellows can learn from one another, providing stipends, and convening a Leadership Institute.

The *Central Valley Health Policy Institute* has a Health Policy Leadership Program that that brings together 30 diverse participants who want to influence health and healthcare issues in the San Joaquin Valley. The program includes 10 day-long programs, an annual conference, and a small group project. Post-program activities, such as mentoring new participants and networking with regional health policy leaders, are currently being planned.

Leadership programs generally cost somewhat more than other programs because they combine multiple approaches that seek to build sustainable leadership capacity. The increased investments can strengthen the impact. Identifying and testing which bundles of activities contribute to achieving desired outcomes is one way to insure that resources are used effectively.

Organizational leadership development capacity
Enhancing the capacity of organizations to train and develop leadership in communities creates potential for reaching more leaders than stand-alone leadership development programs. Often a training of trainers model is used.

Partnership for Immigrant Leadership in Action (PILA) seeks to develop the leadership capacity of Immigrant organizations. They support organizations to increase active leadership in the Immigrant communities they serve. This approach has the benefit of training trainers which allows many more people to be reached through leadership development efforts.

Several components of PILA's program reflect suggestions we heard in the focus group. PILA provides technical assistance and coaching, in addition to training, to help organizations realize their objectives. A combined approach of training and technical assistance is also a core strategy of the *California Primary Care Association* to improve the quality of service at community health clinics and health centers. TA/coaching supports those who are designing and implementing the program during each step of the process so that they can learn how best to develop leadership in their communities.

PILA has also developed concrete training tools and materials that participants can take back to their communities. An Executive Director Roundtable is convened to form a learning community and peer network for Executive Directors, and to strengthen their commitment to leadership development. Mini-grants are provided to support organizations to participate.

In a recent evaluation report, PILA summarized what it has learned about how to support ongoing grassroots immigrant leadership development. These conclusions resonate with what we heard in the focus groups:
- There needs to be buy-in and commitment at all levels of the organization so that leadership development can be integrated throughout the organization's work.
- Organizations need to be supported to prioritize effective planning, documentation and sharing of their impact.
- Organizations need to be supported to expand their fundraising strategies so that they can develop more sustainable resources for funding grassroots leadership development.

- Institutional and individual donors need to be willing to commit to providing on-going general funding for organizations engaged in grassroots leadership development.
- Organizations need opportunities to share information, strategies and resources among themselves so that they can collectively strengthen their leadership development work.
- Organizations need to be supported to dedicate consistent staff and other resources to deepen their leadership efforts over time.
- Staff of these organizations need their own leadership development.

One of the strengths of the PILA approach is that it creates an integrated and comprehensive program that works effectively to train and support trainers who are then much better positioned than PILA would be to develop leadership in particular communities. This strategy has the potential to create a sustainable community leadership resource.

Inter-organizational coalition and network building
One of the themes that came up frequently during the focus group sessions was the lack of awareness and connection among organizations that have common goals. There are several examples of inter-organizational coalitions and networks that demonstrate the power of this approach to support organizational leadership and develop a more visible presence around issues of concern to the community.

The *Central Valley Partnership* hosts a *Civic Action Network* (CAN) composed of over 175 organizations and projects who work together to tackle local and regional problems. This network brings together immigrant, migrant, and refugee communities. CAN provides grassroots groups with resources to launch civic action projects through its grant-making program, hosts popular education gatherings, provides organizational and community development technical assistance and develops networking and other skills.

Southern Californians for Youth is a network of social justice organizations working to build power among low-income youth of color in the Greater Los Angeles region by supporting youth organizing. They have developed a number of mechanisms for keeping organizations informed about each others' work, including peer exchanges, attendance at each others' events, a newsletter and website, and yearly strategy sessions. Training and technical assistance is also provided to organizations to improve the quality of their organizing and to develop a strong organizational infrastructure.
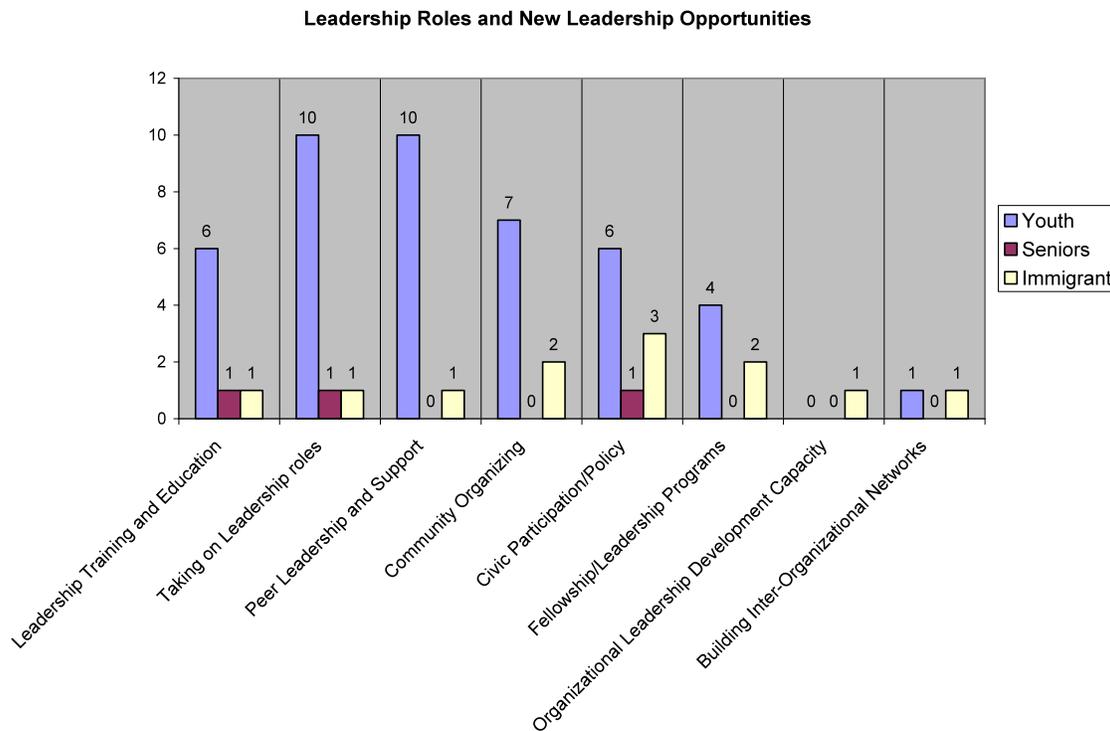
The *Latino Issues Forum* convenes several health networks and alliances including the Latino Universal Health Access Network (LUHAN) which brings together Latino leaders and organizations to advocate for universal health care. The Network provides access to health policy discussions and issues.

These partnerships and networks leverage existing resources by creating multi-issue coalitions that work together to address health issues in their communities. At a time when there is increased need for high levels of collaboration, partnership and coalition efforts, collaborative leadership skills and practices become more critical. The skills that drive consensus around an organizational mission may actually interfere with building successful coalition efforts. Peter Senge and his colleagues are currently testing a U-model of collective problem-solving that shows considerable promise in helping

communities, states, and countries tap into a creative potential that unleashes collective intelligence that is subsequently harnessed into collective action.[6] Coalition efforts could be strengthened by introducing such collective leadership tools and supports.

Summary Chart of Leadership Development Approaches by Sector

Below is a summary of how many programs are using each leadership development approach within each sector. In some cases, organizations are using multiple approaches with their different programs. When this is the case we have counted each program separately.

Leadership Roles and New Leadership Opportunities

Approach	Youth	Seniors	Immigrant
Leadership Training and Education	6	1	1
Taking on Leadership roles	10	1	1
Peer Leadership and Support	10	0	1
Community Organizing	7	0	2
Civic Participation/Policy	6	1	3
Fellowship/Leadership Programs	4	0	2
Organizational Leadership Development Capacity	0	0	1
Building Inter-Organizational Networks	1	0	1

Leadership Programs in California

Health-specific leadership programs

There are several statewide health leadership development efforts that are worth discussing even though they do not specifically target the health issues of Youth, Immigrants, or Seniors. These programs offer useful models that could be expanded to more specifically target the health needs of Youth, Immigrants, and Seniors.

The *Sierra Health Foundation* created the Health Leadership Program to strengthen the leadership skills of current and future leaders of nonprofit organizations and public agencies whose mission is dedicated to improving the health of northern Californians.

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[6] The U process is described in *Presence: Human Purpose and the Field of the Future* by Peter Senge, C.Otto Scharmer, Joseph Jaworski, and Betty Sue Flowers, Society for Organizational Learning, 2004.

The goal of the program is to send a diverse group of highly skilled leaders back into their community - better skilled, further motivated, with a stronger vision - to lead those around them into a healthier twenty-first century. Learning occurs through intense classroom activity and participatory sessions, team action-learning projects, and peer-to-peer exchange. Web-based technology is utilized to create a community of sustained interaction between sessions.

The *Women's Health Leadership – Retreats* supports grassroots women leaders to strengthen and build on their current work to achieve greater impact. Selected women leaders engage in four retreats over the course of the year, and complete a learning project. It is a program of the Center for Collaborative Leadership that also offers retreats and has developed a curriculum to support collaborative leadership.

Non-health focused leadership programs
Similarly there are leadership development models that do not currently have a specifically health focus but which begin with the needs of a specific community in order to identify a set of needs and concerns which oftentimes includes issues of health access. One such model is *TEAMS – Transformation through Education and Mutual Support*. This team-based model works with residents of low-income communities to become effective change agents in transforming their communities. There are four key elements to the program: peer support to build the basis for ongoing connection and teamwork; goal setting and mutual accountability; learning through action; and creating direct access to resources not limited to categorical funding streams. Many of the participants in teams are Seniors, Youth and Immigrants who when engaged in a community context, have an opportunity to work collectively across ages and citizenship status.

National Leadership Initiatives

National programs offer community leaders a unique opportunity to connect with other like-minded leaders from around the country. This not only broadens their perspective, but also helps leaders feel part of a larger movement for change.

National Health Leadership Initiatives
There are several national health leadership initiatives funded by the Robert Wood Johnson Foundation (RWJF) that offer leadership development opportunities for community health leaders in California. TCE may want to consider partnering with other foundation-funded programs to increase access to health leaders in California.

The *Urban Health Initiative*, with a site in Oakland, has an Urban Fellows Program that is designed to identify and support "champions" of health care reform within the city from diverse fields and ethnicities. Fellows participate in national level programming with fellows from other sites to expand their knowledge, network with like-minded leaders, strengthen their relationships with the city's civic leadership and broaden their knowledge about how systems and communities change. These leaders also work closely with their local sites creating systems access, networking with elected officials, connecting resources, assuming leadership roles at the site, and providing advice and tactical support and counsel.

Another RWJF initiative is the *Community Health Leadership Program* that honors outstanding individuals who overcome daunting odds to expand access to health care and social services to underserved and isolated populations in communities across the United States. This program has recognized 19 community health leaders from California. The goal of the program is to elevate the work of leaders through financial support, opportunities for growth and networking, and raising awareness about their contributions. Convening these California community health leaders to be an on-going collective leadership resource for the State of California may leverage their impact.

Asian Pacific Partners for Empowerment and Leadership (APPEAL) is a national initiative to prevent tobacco use among the Asian American Pacific Islander community. They have two leadership programs: Creating New Mountains Tobacco Control Leadership Program which provides training, capacity building, leadership development, technical assistance and mini-grants to support community leaders to plan and implement tobacco control activities in their local communities; and a Youth Leadership Program that provides training for youth advocates to take action against tobacco's impact in their communities. APPEAL, located in California, could be supported to expand their activities in California.

National Community Leadership Programs
The *Kellogg Leadership for Community Change (KLCC) program* promotes and nurtures collaborative leadership in communities across the country. Based on a philosophy of crossing boundaries, KLCC urges the inclusion of non-traditional leaders from diverse backgrounds in the collective decision-making processes of their communities. Each KLCC session is focused on a theme. Thus far, the two themes have been teaching and learning, and youth-adult partnerships for community change. This model supports local community action through engagement in a collaborative project, and convenes all communities annually in a conference to accelerate learning about best practices. Future sessions may focus on a health issue. TCE may want to partner with Kellogg to include California communities.

The *Pew Partnership for Civic Change* sponsors the LeadershipPlenty Institute. LeadershipPlenty is an experiential and practical tool for training future leaders in their communities on such topics as finding leaders within, identifying community assets, managing conflict, building strategic partnerships, and facing the challenge of racism and race relations. LeadershipPlenty is designed to support diverse and inclusive teams of people to work together to solve problems in their communities. This curriculum is being used around the country, and could be introduced to community leadership development efforts in California in partnership with existing and new leadership development undertakings.

A Landscape Synopsis

In the process of researching health leadership development programs for Youth, Seniors and Immigrants we quickly realized that current efforts could not be neatly classified by these three target populations or by their focus on specific health outcomes. This is a particularly interesting finding given the concern expressed by focus group participants for the need to work across multiple issues and constituency groups to overcome fragmentation and work effectively for systemic change. Often times the leadership

development opportunities served one or more of the three groups, e.g. Immigrant leadership programs often engage Youth and Seniors around issues specific to them as Immigrants. In some cases, elements of leadership development like peer mentoring and specialized training were embedded into the work of service and advocacy organizations that were serving Immigrants, Youth or Seniors. Many of the leadership programs scanned did not specify health as a priority issue but their strategies increase individual and community capacity to lead change that can improve the health and well-being of communities. These trends may point to the need to think differently about what it would look like to support the leadership of Immigrants, Youth and Seniors to effectively address the health issues they are facing.

In the focus groups, participants consistently pointed to the need to work more effectively across organizations for the purposes of peer learning:
* to share wisdom about effective practices,
* to overcome isolation,
* to leverage resources more effectively,
* to avoid duplication and competition for funding,
* to bridge the divides between service and research and service and advocacy to support policy and systemic change,
* to develop a unifying framework and reform agenda that would link work on multiple issues, and
* to build networks and critical mass to support enduring change.

These comments affirm The California Endowment's strategic focus on Boundary Crossing and suggest as well that leadership investments in building the leadership capacity of Youth, Seniors and Immigrants to address issues of health may not be best served by programs that focus specifically on these groups or narrowly on health.

The scan surfaced many encouraging efforts to build broad coalitions and networks that begin to address these issues. Coalitions, collaboratives and funders have struggled with issues of how to build collective leadership capacity. Efforts to fund collaborations on the part of grantmakers have been, in some cases, compared to 'forced marriages' while participants continue to talk about the need to support these efforts with increased resources. The scan acknowledges the need to tap into the work of thought leaders and successful models that elevate our understanding of collective processes and collaborative leadership. In addition, the focus group participants expressed a strong collective desire and emerging commitment on their own part to cultivate stronger relationships among one another. Some have already joined the Leadership Learning Community Bay Area Learning Circle and all will be invited to join the statewide Health Affinity Circle.

Perhaps one of the most encouraging findings of the scan is the number of interesting and innovative Youth development efforts profiled and highlighted throughout the findings. This is significant given the concerns expressed by focus group participants about the need for increased diversity of leadership in organizations that are supporting Immigrants, Youth and Seniors. In addition, the attention on Youth development is warranted by predictions about the leadership gaps that may be created by the retirement of the Baby Boom generation. Youth-led organizations have shown needed creativity and originality in their approach to fostering new leadership and in revenue generation strategies that could make a contribution to the nonprofit sector. While only seven of these programs have an explicit focus on health issues like HIV, obesity, alcohol and

drug use, and violence prevention, the remaining programs have the potential to articulate and effectively contribute to specific health outcomes.

The scan also identified a number of program efforts that focus on building civic engagement, along with community organizing leadership approaches that build leadership capacity to take up specific issues. These program strategies offer models for taking up many of the issues identified by the 75 Immigrant, Youth and Senior organizations that participated in the focus groups. These efforts could be replicated in a number of potential contexts and to extend leadership development opportunities to additional Youth, Immigrant and Seniors. Opportunities exist as well for increased collaboration among these programs to increase their potential impact on systems and social change.

That said, what also became evident was that there were far more efforts for Youth than Immigrants and especially Seniors. Several very strong leadership programs and models serving Immigrant populations have been identified. While the reach and number of programs for Immigrants are limited, the programs profiled are quite strong and again offer encouraging models for effectively building the leadership capacity of the Immigrant Community. As noted in the scan, Seniors have more sophisticated advocacy efforts on their behalf but few programs that are geared towards building leadership capacity of seniors to take on more leadership roles within advocacy and service organizations or initiatives.

There was also a high concentration of programs in the Bay Area with areas in the Central Valley and especially Northern California being significantly underrepresented in leadership capacity building efforts. It may be helpful to build on the strengths of successful efforts that are documented in the scan as a strong platform for expanding opportunities to Seniors and Immigrants and to Northern California.

Of the 160 organizations that were originally researched for this project because they serve Immigrants, Seniors and Youth and mentioned leadership as part of their program, only 35 actually offered a coherent leadership development strategy. The good news is that the remaining 120+ programs understand the value of leadership development and have the desire if now the resources or understand of how to make this an important part of their work. We are confident that the strength of existing work provides both an excellent source of successful practices and opportunities for continuing and expanding leadership development opportunities within these organizations to more intentionally build effective organization and community leadership with the capacity to improve health outcomes for California's Immigrant, Senior and Youth populations.

Opportunities for Strengthening Leadership Capacity in Youth, Immigrant, and Senior Communities

In what follows we share some suggestions for leveraging what already exists, building on current work, responding to gaps, and capitalizing on new opportunities. While these

suggestions have been developed with The California Endowment leadership strategy in mind, we believe that many of these suggestions can be acted upon by other consumers of this scan, including grantees, foundations, and the leadership development field.

Leverage what exists (low hanging fruit)

- Disseminate the scan to highlight leadership needs and accelerate learning about strong practices and models that are successfully developing health leadership.
- Invite health leadership program grantees with a focus on underserved populations, such as Youth, Seniors, and Immigrants to join LLC health affinity learning circle and regional circles to take advantage of opportunities for peer learning, program design/curriculum exchange, and cross-program collaboration.
- Encourage programs that have a curriculum or training strategy for mentoring and to promote peer learning and support to share their approach with others and offer cross training
- Disseminate information about current local, statewide, and national leadership development opportunities to TCE grantees.
- Share information on promising leadership transition models being developed by CompassPoint and Annie E. Casey Foundation with grantees.

Build on current work

- Provide grant support to existing organizations that are demonstrating success in building the leadership capacity of Seniors, Immigrants, and Youth.
- Offer a set of recommendations for use by grantmakers and grantees that will increase support for leadership capacity development as part of program grants.
- Initiate convenings of grantees engaged in common work (or provide meeting space, meals and travel support) so that they can come together across their programs to learn from each other, develop a broad reform agenda that connects their work and build social capital.
- Adapt promising civic participation models (developed around non-health issues) to address health issues
- Create scholarship/leadership development fund so that grantees can take better advantage of existing leadership development opportunities
- Support the development of the collective leadership capacity of existing coalitions and collaborations with specialized programs or resources for training.
- Develop evaluation (e.g. logic model) tools that will help existing leadership development programs identify and work more intentionally to achieve specific health outcomes.
- Share information with current leadership programs about training programs that increase competency in the effective use of media and shaping public opinion.

Respond to gaps

- Identify successful program models with the capacity to expand their program to increase leadership development opportunities to Immigrant communities.
- Support leadership development programs that offer a coherent design for supporting the leadership of Seniors.

- Increase support for rural leadership development efforts, especially in northern California
- Establish a fund specifically for emerging, mid-level leaders within organizations to support their leadership development

New opportunities

- Explore partnerships with other foundations (e.g. RWJF, WKKF) to replicate or expand the application of national initiatives and models to meet the leadership needs of California Immigrant, Senior and Youth populations.
- Create nonprofit entrepreneurial leadership circles to exchange ideas and resources for generating income and tackling issues of sustainability
- Provide current networks and collaborations with exposure to innovative problem-solving models, such as the U-process, to significantly accelerate their collaborative leadership capacity to support collective action around health issues.
- Consider outcome focused initiatives around specific TCE goal priorities to integrate leadership supports and grants within the context of annual convening focused on building momentum and unifying a critical mass to achieve specific outcomes and impact, e.g. much like the Violence Prevention Initiative.

Conclusion

We suspect that the very process of engaging advocacy, service and leadership programs in the process of mapping the leadership development landscape has already had an impact. The many participating programs have expressed high levels of unity around shared concerns. Our imagination about what might be possible has been expanded through the innovative models that were shared and we suspect that focus group participants left as well with new ideas and renewed excitement. Through this scan we have highlighted many promising efforts to strengthen the leadership of Youth, Immigrants, and to a lesser extent Seniors. The scan findings reveal a very strong foundation for building leadership capacity through continued support to exciting leadership programs, and expansion or replication of promising models to extend opportunities to seniors and rural areas of the state. The California Endowment has a number of interesting options for expanding the leadership capacity of Seniors, Immigrants and Youth to improve the health and well-being of their communities.