The James Irvine Foundation
NEW LEADERSHIP NETWORK
Fresno by the Numbers – **Unemployment**

Fresno by the Numbers – Poverty Rate

Percent below poverty level in past 12 months

Source: US Census Bureau, 2006-2008 American Community Survey
Fresno by the Numbers – Literacy

Percent lacking basic prose literacy skills

I believe the most efficient and effective way to increase impact is to embrace adaptability – to broaden our outlook from a one-dimensional view to a multi-dimensional perspective, from only considering individual goals to moving toward shared goals, in order to achieve better coordination across sectors.

- Jim Canales, CEO of the James Irvine Foundation
What We Learned

1. Low Horizontal Connectivity
2. Low Vertical Connectivity
3. High Community Readiness
Q&A
Civic leadership for Collective Impact

“Large-scale social change requires broad cross-sector coordination”
– Collective Impact, Stanford Social Innovation Review

To advance the positive evolution of the modern American city through genuine cross-sector collaboration & leadership
Anticipated Network Evolution

1. Scattered Fragments
2. Hub and Spoke Network
3. Multi-Hub Network
4. Core/Periphery Network

Source: Building Smart Communities through Network Weaving, by Valdis Krebs and June Holley
Dynamic Space

The space between people, systems and sectors where innovation flourishes and wicked problems are tackled.
Frameworks

Sense-making

Solution-making

The Design Cycle

Empathize

Define

Test

Ideate

Prototype

Design Cycle Source: David Kelley, IDEO; Richard Buchanan, “Wicked Problems in Design Thinking,” 1992
Our Leadership Model

CHARACTER

CONNECTION

CHANGE

impact
collective
self
power
affect
meaning
perception
partnership
progress
Selection Criteria

1. **Strong Citizen Leaders**
   - *Strong citizen leaders*, with a solid track record
   - *Innate ability to get things done*
   - *Hungry learners* who will dig deep to understand their region in a comprehensive, nuanced way

2. **Hubs of Existing Networks**
   - *Already have strong networks* within the region
   - *Broadens reach* of the NLN
   - *Accelerates growth* of the NLN

3. **Boundary Crossers**
   - *Relish the chance to collaborate well* across every kind of political, cultural, economic and religious divide
   - *Reflects the diversity of the region*, important for sparking innovation and building the region’s connective tissue

4. **Ethical Catalysts**
   - *Hold high standards of personal excellence*
   - *Prioritize selfless commitment* to positive impact
Program Design

1. **Convening 1: Sense-making**
   - **Empathize** – build shared understanding
   - **Define** – Identify key leverage points
     - Leadership development & tools
     - Network & systems analysis
     - Dynamics (intra, inter, group)

2. **Convening 2: Learning Journey (Portland, Bay Area)**
   - **Ideate** possibilities
     - Cross-sector collaboration & civic innovation
     - Design thinking
     - Urban branding

3. **Convening 3: Solution-making**
   (full-network)
   - **Prototype** & innovation lab
     - Network integration & development
     - Advance collaborations
     - Network evolution & sustainability

4. **Ongoing: Implementation**
   - **Test** & advance prototypes in community
     - NLN check-ins & dinners
     - Full-Network convenings
     - Ongoing personal & collaboration support
Network Outcomes

1. **Growth as Leaders**
   
   How we evaluate:
   - Feedback surveys
   - Professional/organizational development (running for office, new job)

2. **Sense of Community**
   
   How we evaluate:
   - Testimonials

3. **Civic Innovation**

   How we evaluate:
   - Partnerships/collaborations
   - Connections – “completing the triangle”

4. **Collaboration**

   How we evaluate:
   - Network maps
   - Larger network priorities/collaborations
   - Connections with larger region-wide efforts already in motion
Baseline 2\textsuperscript{nd} Degree Network Map

**Sector**

- Nonprofit
- Public/ Government
- Private
- Education
- Faith
- Media
- Health
- Agriculture

**Connections**

- NLN Member
- Important/ influential
  - Fresno County Leader
- Connection/tie
Current 2\textsuperscript{nd} Degree Network Map (after 1 year)

<table>
<thead>
<tr>
<th>Sector</th>
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<tbody>
<tr>
<td>Nonprofit</td>
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<td>Public/Government</td>
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<td>Media</td>
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<tr>
<td>Health</td>
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<tr>
<td>Agriculture</td>
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Collaborations
Collective Action

The San Joaquin Valley Design Center
A multi-sector partnership and community/regional center for learning, connecting, and engaging in design thinking and practices and facilitating new community development and health outcome solutions

Grade-Level Reading
A subset of the network is collaborating to increase grade-level reading by 3rd grade. Bodies of work include The Children’s Movement, the B3 Challenge Grant, and a Kellogg/Packard Foundation Grant for parental engagement
Core Design Elements

**Dynamics**
How to build lasting trust & shared understanding

**Weaving**
How to weave the Cohorts into one strong Network

**Embedding**
How to create lasting impact long after we’re gone

**Periphery**
How to engage a larger network of leaders

**Scaling + Replication**
How to scale impact across the SJV and the world
“Never doubt that a small group of thoughtful committed citizens can change the world; indeed, it’s the only thing that ever has”

– Margaret Mead