



Maxine Goodman Levin

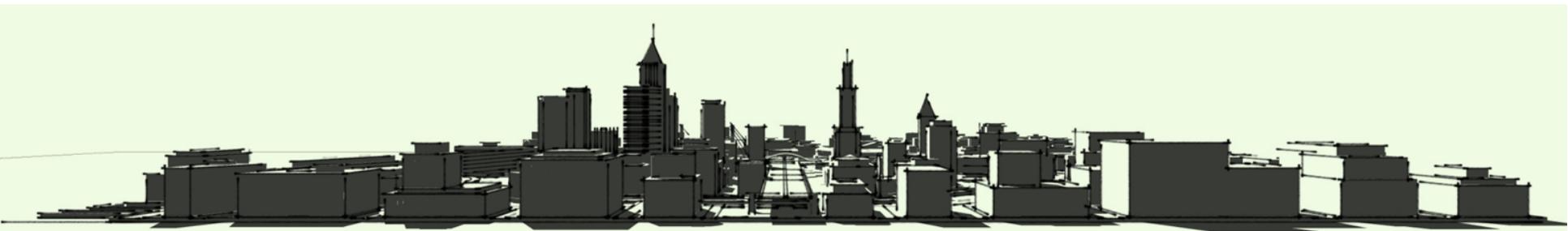
College of Urban Affairs

*Center for Economic Development
Center for Community Planning and
Development*

THE PROMISE OF URBAN FELLOWSHIPS

The Levin College Third Annual Research
Conference, August 20, 2015

Walter W. Wright
Kathryn W. Hexter
Joyce Huang



Presenters and Topics

Kathryn Hexter

- Scan of National Best Practices in Fellowships
- The Promise of Urban Fellowships
- Strong Cities Strong Communities (SC2) Fellows Program

Joyce Huang

- The Cleveland Foundation Summer Internship Program
- Data Gathering and Impact

Walter Wright

- Emerging Trends in Fellowships

National Best Practice Fellowship Programs

We compiled a scan of National Fellowship Programs, observing their footprint/geography, intended career stage, duration, benefits, and sector.

- In general, shorter durations (6-9 months) correlated with earlier career stage (recent graduates)
- One to two year fellowships correlated with mid-career stages (3-7 years of experience)
- Finally, we also took note of executive level national leadership development programs. These tended not to be place-based.



Fellowship Programs

- *Coro*
- *Kellogg*
- *Miami City Fellows*
- *City Hall Fellows—San Francisco*
- *Capital City Fellows*
- *ProInspire*
- *Challenge Detroit*
- *Baltimore Corps*
- *Annie E. Casey Foundation Children and Family Fellowship*
- *SC2*
- *CUREx*
- *Detroit Revitalization Fellows*
- *National Urban Fellows*



Fellowship Characteristics

*A fellowship is a **paid, selective, time-bound program** with a professional orientation. It includes structured activities - projects, leadership development, cohort building, and civic engagement.*

*The **sponsoring organization** may be a municipal government, philanthropic organization, academic institution, or a nonprofit.*

The work can be internal to the sponsoring organization, or external with a non-profit or for-profit social impact organization.

Leadership training may be provided internally or with an external partner.

There is no single model, and many are hybrids.



Why Focus on Urban Fellowships?

Urban fellowships focus on “leadership development, social change, and a distinctly personal engagement in the challenges and needs of cities, primarily within or aligned to the capacity of city governments.”

There is a growing trend to locate fellowships in urban areas, to address community needs, to build the civic infrastructure, and to attract and retain talent.

There is also new emphasis on “opportunity youth” - those not employed, in school or training programs.

The Promise of Urban Fellowships

www.promiseofurbanfellows.com/the-promise/

- To transform organizations and municipal systems
- Cultivate a new generation of urban leaders
- Complement place-based urban policies and programs

Urban fellows work on the frontlines of place-based urban policy, testing new ways of leveraging resources and expertise and help develop, expand and rebuild capacity within public and nonprofit organizations. Moving forward, federal and state policy makers, as well as philanthropic leaders, should include urban fellows as a core element of public and nonprofit strategies to help revitalize neighborhoods and regenerate cities.



Three Characteristics of a Successful Fellowship Program

Infrastructure - *they have the resources necessary to carry out their vision – to recruit, select, place, train, mentor and evaluate the fellows.*

Funding - *fellowship programs are expensive to run (salary or stipend, benefits, training, management, etc.), and sufficient, sustainable funding is key.*

Focus – *they have a “reason to be,” and are perceived as adding value by participants, partners and funders*



The SC2 approach is one model in the emerging community of practice of Urban Fellowships



SC2 Fellowship Program—A bold pilot, a new model of federal-local collaboration, and an essential part of the place-based policy playbook



About SC2

2011 White House Initiative

Interagency pilot program to revitalize the economies of challenged cities

Leverage federal resources to strengthen neighborhoods, cities and regions by enhancing the capacity of local governments

Four components: Federal Agency Community Solutions Teams, SC2 Fellows, National Resource Network and Economic Visioning Challenge



SC2 Fellows Program Structure

FELLOWSHIP PROGRAM
MANAGEMENT TEAM

G | M | F The German Marshall Fund
of the United States

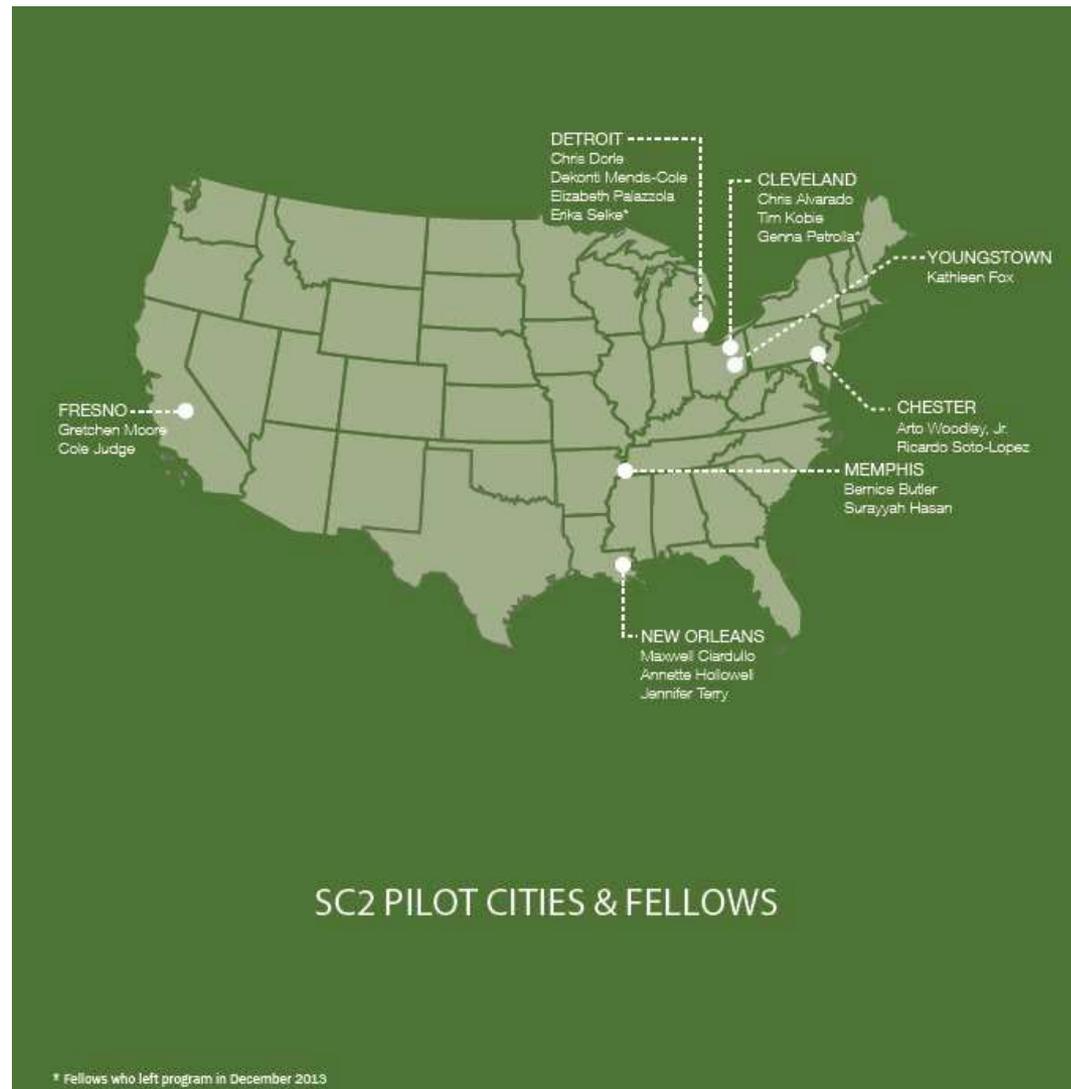
STRENGTHENING TRANSATLANTIC COOPERATION

 Virginia Tech

 Cleveland State
University



17 Fellows placed in 7 cities



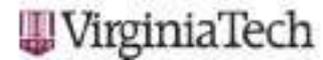
The Role of the Levin College of Urban Affairs for the SC2 Program

- *Management Team with German Marshall Fellowship and Virginia Tech*
- *Training through our Public Management Academy*
- *Mentor and Program Evaluator*



The German Marshall Fund
of the United States

STRENGTHENING TRANSATLANTIC COOPERATION





SC2 Fellowship Program Goals

- *Contribute to the professional development of the fellow*
- *Facilitate peer to peer, cross-city learning*
- *Supplement **capacity** in the host entity (city, affiliated non-profit)*



Dynamic Capacity, catalysts for innovation and regeneration

Simply defined, **capacity** is an entity's ability to fulfill its goals through its **resources** and **capabilities**.

Resources can be tangible (funding, facilities, physical assets, and technology) or intangible (reputation, trust, staff experience and knowledge, and other forms of expertise).

Capabilities focus and convert resources toward specific ends. An organization's or government agency's capabilities can be either *operational* (the status quo or baseline capabilities) or **dynamic** (those that alter the resource base of an organization or agency).



What we learned from SC2

As part of a broader agenda, urban fellowship programs hold promise for resource constrained cities

- *Powerful complement to funding, deepens impact (federal or philanthropic)*
- *Catalyze regeneration and innovation*
- *Attract talent*
- *Build a cohort of future public sector leaders*
- *It's all about WHO*

Lasting impact on cities

Fellows identified, built, replenished, or created wholly new resources or capabilities in their host organizations—and, by extension—in their communities.

- ***Financial Resources*** (Detroit) *New funding for energy technology*
- ***Operating Systems*** (Cleveland) *Dynamic system to prioritize demolitions*
- ***Management Systems*** (Memphis) *Key performance indicators*
- ***Networks and Relationships*** (New Orleans) *Increased health care coverage*



What makes a successful fellowship?

Support from host organization

- *High level commitment from host organization*
- *Sufficient resources and political support*
- *Hands-on supervision, mentoring, management*

Impact

- *Clear, manageable project aligned with priorities of host organization/funder*

Community of innovators

- *Coordinate, align, integrate with other programs/initiatives to maximize impact*
- *Cohort of other fellows*

What makes a successful fellowship?

Leadership

- Invest in making the right “match” (fellow: host organization) at the outset
- Provide leadership and management training that builds core competencies, peer-to-peer learning, and creates a strong cohort

Sustainability

- High touch, hands-on management—it’s more expensive than you think
- Flexibility, adaptability—evaluation and continuous learning
- Plan for the transition—sustainability



The Promise of Urban Fellowships Symposium, November 2014

*Urban Fellowships are an emerging
field of practice*

- *Measuring success*
- *Standards and performance expectations*
- *Sustainability*
- *Replication and diffusion of the approach*
- *Addressing emerging challenges that may limit impact*



Symposium

First time these programs had come together:

- *Penn Center for Urban Redevelopment Excellence (CUREx)*
- *SC2 Fellows*
- *Detroit Revitalization Fellows*
- *Capital Cities Fellows*

—Hosted at the Urban Institute, November 2014



Lasting impact - fellows and cities

“My fellowship term corresponded with two of the most challenging years in Detroit’s history, even ending in the same week in September 2014 that the Emergency manager’s term ended. Conditions were not always the best to support a fellowship program in the City during this time; arguably, for the same reasons that it was potentially one of the best possible times for the City to be able to receive fellowship resources...I will stay on in the mayor’s office and continue to be part of Detroit’s recovery.”

—Betsy Palazzola, SC2 Fellow, Detroit; final blog post



As long as America's cities continue to face severe resource constraints, urban fellowships are a viable, cost effective strategy to leverage and complement more traditional federal governmental programs and nonprofit/philanthropic initiatives designed to stabilize and regenerate distressed cities.

<http://www.promiseofurbanfellows.com/the-promise/>



The Cleveland Foundation Summer Internship Program - Goals

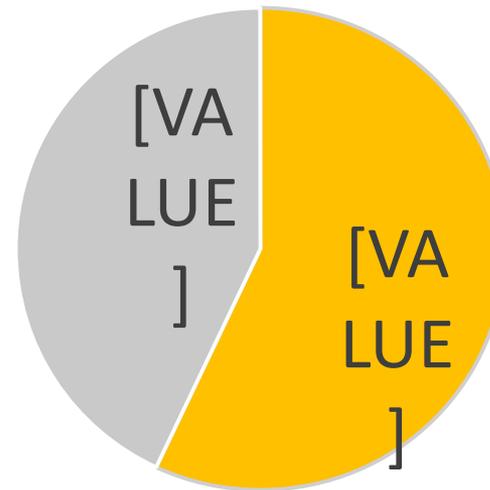
- *Data gathering – locating interns from 16 previous cohorts*
- *Where they live now, what they do*
- *Contacting interns for survey*
- *Impact of the program*



Process

- *Mined the internet for data on 245 Cleveland Foundation internship alumni from 1999-2015*
- *Challenges included finding accurate data on google searches based on name alone*
- *Developed an alumni survey through Google Docs that was distributed through social media outlets*
- *Collected information on 204 interns from Google surveys, LinkedIn, Facebook, public records, and general searches*

Where the Intern Alumni Currently Live

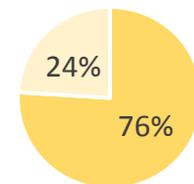


- Cleveland area
- Moved away

Of the alumni who stayed in the Cleveland area, **76% work in the non-profit or civic sectors.**

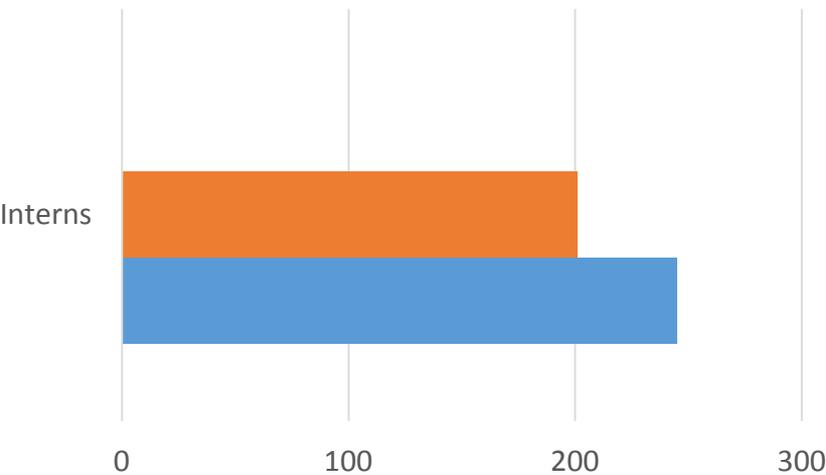
Of the alumni that left Cleveland, about 57% work in the same sectors.

Where Cleveland area alumni work



- Non-Profit or Civic Sector
- Private Sector/Other

Number of Tracked Intern Alumni



- Tracked Interns
- Total Interns

At least **8.8% (18)** of alumni were hired by their host organization



Alumni Profiles

They are...

- *Executive Directors*
- *Teachers*
- *Attorneys*
- *Art Directors*
- *City Planners*
- *Community Organizers*
- *Ph.D. candidates*
- *Entrepreneurs*

They work with...

- *Beck Center*
- *Esperanza*
- *AIDS Task Force*
- *Cleveland Clinic*
- *Case and CSU*
- *The Foundation Center*
- *City of Cleveland*



Impact – Personal Discovery

- *“TCF Summer Internship Program introduced me to the exciting and multifaceted world of community development. My interest in this field only grew as the internship concluded.”*
- *“The program...confirmed my passion for community development and community revitalization.”*
- *“This internship program...confirmed for me that Cleveland is a huge part of my life and that I would like to continue to live in Cleveland in the long-term.”*



Impact – Perception of Cleveland

- *“I had an idea and vision of where I wanted to be but the program helped me to see all that Cleveland had to offer. The program also changed my view of Cleveland, giving me a sense of pride to live in Cleveland.”*
- *“The internship provided a vision of what Cleveland could be with the right mix of dedication and hard work. It opened my eyes to many exciting developments particularly in the non-profit community. The internship experience motivated me to stay in Cleveland and provided valuable connections that allowed me to do so.”*
- *“The program provided me with a renewed sense of excitement for Cleveland.”*

Impact – Career Path

- *“The program afforded me the opportunity to hone skills specifically within health care policy...I went on to obtain MPH and MA (public policy) degrees.”*
- *“The Summer Internship Program changed the direction of my career.”*
- *“The internship extremely influenced my career path as I was hired at my placement in a temporary position which quickly turned into a full time position!”*
- *“My experience provided me with experiences and relationships that have turned out to be critical as I have built a career in NEO's nonprofit sector. The network has been invaluable....”*



Emerging Trends in Fellowships

Fellowships for younger adults in the United States are often located in urban areas that have struggled with one or more crises, such as population loss, rapid economic change, or natural disasters.

*This **rapidly evolving field** frequently involves collaboration between city governments, universities, ‘**social impact**’ non- and for-profit organizations, and philanthropy.*

What are some of the emerging trends in this field?

Definition: Social Impact

Social Impact can be defined as “the effect of an activity on the social fabric of the community and the well-being of the individuals and families.”

The **Aspen Institute** and others have begun to use the term to refer to both for-profit and non-profit efforts that are concerned with the social impact of their work.

The **Impact Career Initiative** of the Aspen Institute recognized that people have a hunger for careers that will make a difference, but often lack awareness as to how to best connect to them.

ProInspire Fellowship Classifications

- *Matchmakers* – connecting individuals to civic or social impact host organizations
- *People Accelerators* – quickly accelerating the leadership potential of individuals, often as part of a cohort
- *Strategic Employers* – employers who serve their own needs and mission but sponsoring a fellowship program
- *Launch Pads* – programs that seek to be launch pads for entrepreneurs

This useful classification system may evolve to reflect new innovations in the field



Benefits to Community

- *Increase the capacity of government or social impact nonprofits*
- *Bring new perspectives to long-standing social issues*
- *Increase the prestige of civic and social impact work for young professionals*
- *Create a cohort of committed, trained practitioners, who are often added as new residents*
- *Build the field overall – new knowledge, networks and practices*



Benefits to Fellows

- *Exposure to social impact or civic sector careers*
- *Become part of a cohort*
- *Civic engagement, perhaps in a new city*
- *Personal, professional and leadership development*
- *Can be a bridge to a new career, or career advancement*

Trends

- ***“Strategic Partnerships”*** between philanthropy, cities, nonprofits and corporate sectors to host and manage fellowships
- ***Extensive use of social media***, but “word of mouth” and high-touch, personal contact still drives the quality of the experience
- ***Development of software*** to recruit, manage fellows, and track goals
- ***Deeper engagement*** of program alumni and community partners
- ***Develop income streams and endowments*** to support program expense



Questions for Further Study

- *What is the correlation between the length of the fellowship, and the quality (for the fellow) and impact (on the community) of the experience?*
- *What is the right level of salary or stipend? What is the “sweet spot” – the most “bang for the buck?”*
- *How do you identify those who will fully take advantage of the program, vs those who are “along for the ride?”*
- *How can we make this into a field of practice?*



Emerging Resources

ProFellow is an online resource for both prospective fellows and those with fellowship programs to promote:

<https://www.profollow.com/>

Promise of Urban Fellows is a new site that “explores how to define, support, and improve urban fellowships so they can contribute to making cities more vibrant and resilient”

<http://www.promiseofurbanfellows.com/>

Aspen Institute Impact Careers Initiative:

<http://www.aspeninstitute.org/policy-work/impact-careers-initiative>

