



**How a Network Works:  
Collaboration and Connection  
in the Next Generation Leadership Program**

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## *Foreword*

The goal of the Next Generation Leadership (NGL) program is to build collaborative networks to further the ideas and the practices of democracy. Over the last five years, The Rockefeller Foundation has hosted five NGL cohorts of 24 members each. Leaders in each cohort were chosen for their diverse backgrounds, their specific interests, and their aspirations for a more equitable world. Each Fellow is selected because of her or his unique and demonstrated commitment to the practices of democracy locally, in the U.S., and internationally.

I strongly believe that NGL is a leadership development program with a difference. The tactical objective of each program module (in which there are four per cohort) is to provide a coherent forum for the study, analysis, and candid discussion of challenges and opportunities confronting functioning democracies. However, NGL was also conceived to transcend academic discourse and orient leaders around specific real world challenges and solutions. This intention is implicit in the funding of pragmatic alumni projects after program participation.

Thus, NGL's success is best measured not within the context of comprehending core materials, but by subsequent group attainments. Were envisioned projects pushed forward? Did NGL Fellows feel better equipped to handle the challenges confronting their constituencies? Were they comfortable collaborating with other alumni and calling upon complimentary resources? Overall, did Fellows find the NGL framework useful in working through the difficulties of democratic participation? These questions are beginning to be answered.

Widespread anecdotal information concerning NGL Fellows' progress existed before, but it was largely passed along as a matter of oral tradition. A more formal means of capturing and communicating these stories was clearly needed. This report not only documents many initiatives, but also reveals how the NGL network functions, and the degree to which it has thus far promoted democratic processes.

The Foundation thanks consultant Andrew Boardman for his fine work documenting NGL collaborations. Soliciting and organizing the activities of NGL Fellows can be a task on par with herding cats, but Andrew displayed admirable fortitude, delivering a highly informative and comprehensive summary of the network's collaborative work in the furtherance of democracy.

Surita Sandosham  
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## I. INTRODUCTION

The Next Generation Leadership program, now in its fifth year, is an intensive leadership development program focused on creating a network of diverse leaders to solve issues affecting democracy. The program, begun and managed by The Rockefeller Foundation, has gained great momentum as nearly 120 Fellows throughout the United States today connect with one another and with those associated with the program. Next Generation Leadership (NGL) Fellows, by and large, consistently commit themselves not only to the values and goals of the program, but are also dedicated to assisting, through many forms, the work and personal transformation of one another, their organizations, and their diverse constituencies.

The goals of this report include advancing the program's five-year assessment efforts, communicating positive stories of change effected by the program, improving the capacity of NGL to describe its less overt outcomes, and illustrating the application of the program curricula to help provide changes in individuals, organizations, and communities. One additional goal is to show how collaboration among leaders in the U.S. can be facilitated because of the network effects of a significant leadership development program. It must be noted that the report does not attempt to assess social outcomes or systemic impacts of collaborations among NGL Fellows.

Each year, NGL selects 24 individuals from across the United States to participate in the program. These leaders are diverse in race, ethnicity, sexual orientation, and religion and come from all walks of life. They are generally between the ages of 25 and 50 and have developed a solid constituency or sphere of influence. Fellows stem from every field, discipline, and sector, including unions, non-profit organizations, the military, business, and education. NGL Fellows are creative risk-takers, change agents, and have the desire to learn, teach, and build a more courageous and equitable world. The program takes Fellows through a series of four modules – 3 in the U.S. and 1 overseas – to meet and discuss issues impacting local, national, and international democracy. Fellows gain access to each other's thought processes, interests, ideologies, aspirations, and networks during these intensive multi-day meetings.

For this report, nearly 40 NGL Fellows were interviewed over a period of six months about the extent of their collaborations – small, large, funded, acknowledged, and unpublicized. This report collects their numerous layered and multidisciplinary stories of collaboration to highlight the ongoing and daily innovations that Fellows create. They do so both with and without the organizational infrastructure of NGL and its parent, The Rockefeller Foundation. Foundation-funded projects like the Nelson Mandela Freedom Garden Project and the Democracy Toolbox Initiative are powerful examples of Fellow collaboration. But equally compelling are the many stories of collaboration told by Fellows in which a few conversations lead to organizational capacity building or important dialogue about democracy and its future.

The stories and examples of collaboration gathered here are inherently personal, interpersonal, and, to a large extent, ongoing. They tell of activities that are part of a larger picture of Fellow involvement in neighborhoods, communities, offices, and organizations. The stories are at times convoluted, messy, and unfinished. This is the inherent nature of any collaboration, fellowship-based or not. Collaboration is more of an art than a science and this report highlights some of the artistry that NGL Fellows have created as well as some of the concrete outcomes that have resulted from the collaboration. Every attempt is made to demonstrate the real and working outcomes of these collaborations and an effort is made to indicate the commonalities across and among these stories.

This report could not have been written without the kind, thoughtful, and responsive support of the NGL Fellows themselves. In fact, the report itself can be seen as a collaboration. Every Fellow interviewed was extremely generous with their time and their energy and they provided the content and the inspiration for this document.

## **1. METHODOLOGY**

Because of the complexity of relationships detailed in these stories of collaboration, it must be noted that this report is qualitative and based upon the actual conversations had with, or information provided by, NGL Fellows. The Fellows who were interviewed outlined the most salient and important collaborations that they deemed key to the program's strengths and to their own developments.

All of the interviews were conducted over the telephone. A series of questions was prepared to draw out Fellow's stories and these questions can be found in the Appendices. Interviews were conducted in a free-flowing manner; the intention was for Fellows to lead the conversation and questions were asked to gain clarity about the collaborations or about their interests in the projects. Many of the collaborations, particularly for the most recent Fellows, are in various stages of development. Some collaborations were in the proposal or initial conversation stage, and some collaborations were dropped for lack of interest or time, or both. Other collaborations were just taking off. In other cases, collaborations were completed or consisted of continuing conversations among Fellows.

The report does not aim to capture every single story of collaboration among Fellows but attempts to provide a basis for understanding the work that some Fellows have achieved after going through the NGL program. The report, therefore, is not exhaustive but it is representational.

Additionally, because of space limitations and editorial considerations, every story of collaboration gathered for this report is not reported. Most of the collaborations, however, fall into a few categories that make understanding the context of collaborations less complicated.

## 2. KEY FINDINGS

There are numerous metaphorical, programmatic, and theoretical points of contact among the web of narratives told by Fellows. For instance, because NGL Fellows in each cohort went through similar exercises and experiences, which were defined by the program's values and objectives, most of the collaborations fall into categories or themes.

Additionally, nearly all of the collaborations connect with the values and the objectives of the program in one way or another.

The key findings of the report include the following:

- Fellows told their stories of collaboration, both large and small, with excitement and great interest in the continuing work of the program.
- Most of the collaborations were cross-sectoral in approach. Fellows inevitably worked across fields and disciplines to further or accomplish their projects.
- Team-building exercises and workshops held during the first module of the NGL Fellowship in particular were key to the success of future collaborations.
- NGL brought about many new and unique networks in addition to the NGL network itself, to use for collaboration. These networks include groups of Fellows, non-program participants like community, business, and social leaders, Rockefeller Foundation staff, and colleagues associated with Fellows.
- Fellows are widely dispersed throughout the U.S. with concentrations in large metropolitan areas. Collaborations across the country were achieved by email, telephone and conference calls, and occasional visits to each other's hometowns.
- Trial-and-error was key to all of the collaborations. Collaborations are also inherently fragile. Strong collaborations are based on shared vision, trust, good time management, stable leadership, and good fortune.
- The continuity of any project was based on two critical factors: The commitment level on the part of the individual Fellow or Fellows, and, secondarily, the amount of resources – financial or otherwise – dedicated to the project.
- The network effects of the NGL program are at least as strong – if not stronger – than the individual collaborations. At the end of many interviews, Fellows reported that the NGL network has been important if not critical to their work, organizations, and aspirations. The reliability of the network and the “quality” of the Fellows (e.g. their knowledge, commitment to change, ability to work across boundaries, and their being vetted by The Rockefeller Foundation) are what many reported as important to them – not the need for a larger Rolodex. The NGL network provides Fellows greater access to key resources, knowledge, ideas, and accountability.

- There was a great deal of personal transformation articulated by Fellows due to the NGL program.
- New projects undertaken by Fellows very often involve the consultation of other Fellows. The NGL network is more often than not used to help make decisions about new projects that Fellows or their organizations are initiating.
- Underlying many of the collaborations lie fundamental challenges, including communication difficulties, time limitations, access to resources, and facilitation.
- Fellow collaborations are, for the most part, self-perpetuating and self-defining and draw upon the NGL network rather than the program, its staff, and its resources.
- In some cases, the model of NGL collaboration has been replicated by Fellows' organizations, either in planning or in development of new leadership and networking programs.

## **II. COLLABORATION AMONG NGL FELLOWS**

### **1. ORGANIZATIONAL DEVELOPMENT & PARTNERSHIPS**

For many NGL Fellows, collaboration with other Fellows means building direct organizational capacity via the network. Fellows reach out to others who are like-minded either in ideals or ideology and connect to further their message, advance their organization's mission, build a more effective organization, or help with a specific program or project. There are also many cases in which Fellows seek to expand their organizational reach or capacity through more formal and complex connections and relationships. NGL Fellows regularly come to each other's assistance to partner or develop alliances. Many of these examples have pushed Fellows' organizations into the next level of strategic or organizational development.

#### **Ripples Training**

NGL Fellow Claudia Horwitz (Cohort 2) has been particularly active in providing training to the staffs of other Fellows' organizations. Her training sessions, called Ripples, provide ideas and strategies as to how to incorporate faith and spiritual practice into social justice work. For example, Claudia, who is the Director of North Carolina-based stone circles, an organization helping others integrate faith, spiritual practice and social justice, trained a number of members of Rocky Mountain Youth Corps (RMYC) staff, co-founded and managed by Fellow Steven Patrick (Cohort 2). Steven described the Ripples workshop as an intensive means to organizationally bring "attentiveness to the spirit." Participants flew to North Carolina, where Claudia worked with three staff and one board member of the RMYC. Claudia noted, "The organization and its internal culture had grown quickly. I was glad we could help them at that crucial time." While Steven is no longer at the Corps, he commented that two individuals on the staff continue to use their training and have transferred their knowledge to others in the organization. Most recently, Claudia developed a staff retreat on the "Inner Work of Leadership" for Cohort 4 Fellow Diana Autin's organization, Statewide Parent Advocacy Network, in New Jersey.

#### **Integrating Art and Culture into Policy Initiatives**

Fellow Craig Harshaw (Cohort 1) has worked on a number of very different projects and has made use of his NGL contacts to create successful collaborations. Craig, who is Executive Director of Insight Arts in Chicago, and Fellow Steven Hawkins (Cohort 1), Executive Director of the National Coalition to Abolish the Death Penalty (NCADP) in Washington, DC, have worked extensively together to build capacity in both their organizations. Craig's organization focuses on arts programming to provide teamwork, leadership development, and community activism for youth in the Rogers Park and surrounding areas of Chicago. Craig said, "Working with NCADP was a natural outreach because both groups were already doing anti-death penalty work. The tie-ins were effective and Steve has been helpful in connecting us with resources – both financial and strategic."

The Stop Killing Kids campaign is one of their collaborations. Introduced to Fellows

during an NGL module and run out of NCADP, the Stop Killing Kids campaign gained help from Craig and his organization. The two Fellows worked to bring youth from ages 11 to 18 into developing and advancing anti-death penalty policy. The success of the campaign stems from its tight integration of contemporary art and music into the mix of politics, protest, and performance. In particular, Craig helped the campaign focus on lesbian, gay, bisexual, and transgendered youth who are often placed in the hands of the justice system. Craig explains: “Because of the progressive LGBT communities’ work on the death penalty – particularly highlighted by the extraordinary organizing efforts around opposing the death penalty for the murderers of Matthew Shepard, we have been better able to contextualize how LGBT people are disproportionately represented in death penalty cases.”

### **Partnerships Among Cohorts**

When NGL Fellow Steven Patrick (Cohort 2) was in South Africa for an NGL international module, he, along with others in the cohort, had an opportunity to meet with Jonny Gevisser, an educator, storyteller, sociologist, and visionary who runs the Extra-Mural Education Project in Capetown. Jonny’s organization has provided a model for helping disadvantaged communities, through township schools, access to learning, support, and recreation services. The two formed a quick and easy friendship. Steven, after returning to the States, arranged an extensive speaking tour in New Mexico for Jonny to raise funds for his organization. Jonny spoke with graduate students at the University of New Mexico about after-school programming and is currently developing a youth-to-youth exchange between New Mexico and South Africa.

Craig Harshaw created a strategic partnership with Public Allies (PA), a nationwide organization helping young leaders to strengthen their communities and build civil society, placing a number of Allies on his staff at Insight Arts in Chicago. In addition, through the auspices of PA, a class of business students at DePaul University has helped Insight Arts with the organization’s overall strategy and financial planning. Paul Schmitz (Cohort 1), President and CEO of Public Allies, based in Milwaukee, Wisconsin, commented: “Craig has created opportunities for our Allies to work on social change efforts they are passionate about along with their community service activities.”

Fellow Van Jones (Cohort 1), Founder and Executive Director of the Ella Baker Center for Human Rights in San Francisco, and Craig Harshaw have worked extensively on projects concerning youth, justice, and anti-violence. Van has visited Insight Arts in Chicago to mentor both staff and constituents there and he regularly shares news and other information with the organization about developments in SF, where Craig notes that funding for youth development and anti-violence work is more available. The Ella Baker Center has also provided Craig a base upon which to expand his network nationally and gain recognition for youth empowerment. Craig has reciprocated, providing intensive mentoring for young people doing cultural work in the Bay Area.

Fellow Nilofer Ahsan (Cohort 1), Associate at the Center for the Study of Social Policy in DC, is active in a group based in Chicago called the South Asian Progressive Action

Coalition (SAPAC). SAPAC is a group of young South Asians active in issues affecting South Asians both in the Sub-Continent and here in the United States. Craig Harshaw's organization Insight Arts has served as a host for a number of SAPAC events in the past year including the 2002 Voices of Resistance, an annual event providing a space for South Asians to use music, the arts, and spoken word to address issues affecting the community. SAPAC and Insight Arts also participated in a community-wide effort to raise awareness of the North American Free Trade Agreement within the Rogers Park Community. Out of this partnership, in which Insight Arts invited SAPAC to participate, SAPAC has developed new relationships with other organizations working on the issue of globalization. An ongoing training series focusing on globalization and its impact in the sub-continent is now being developed in partnership with two of the other organizing groups that were part of that effort.

NGL Fellow Taj James (Cohort 3), who is the Executive Director of Movement Strategy Center in Oakland, knew Fellow Van Jones before the Fellowship. Yet, since being in the program, the two have become much more involved in collaborating around police and juvenile justice reform issues. Their two organizations helped to launch a new youth group called The Third Eye Movement that helps youths better understand the role of policing and police violence in their neighborhoods. Taj has provided strategic support around stopping the expansion of Juvenile Hall in Alameda County. He's also helped Books Not Bars, a new project run by the Ella Baker Center to raise consciousness about California's higher investments in prisons than higher education, to evaluate their campaigns and determine ways to replicate the program elsewhere. Van and Taj are also increasingly collaborating around the Spiritual Activist movement that Fellow Claudia Horwitz (Cohort 2) is leading. Taj notes "NGL provided much more context and new tools to figure out ways to work together. The program helped the two of us think more about the difficult processes of collaboration."

Fellow Paul Schmitz (Cohort 1) asked Rod von Lipsey (Cohort 1), a former National Security Council Director and currently at Goldman Sachs, and Jason Scott (Cohort 2), a technology, business, and strategy consultant, to be on the national board of Public Allies. Paul believed that Rod's expertise in wealth management, business, and the military would open Public Allies to many new opportunities. Jason, who knew Paul previous to NGL, chaired the organization's Technology Advisory Board and, in the process, helped PA gain two full-staff from technology firm Cisco Systems for one year as well as a large award from Microsoft. Paul also asked the late Lisa Sullivan, a consultant to NGL, to be on the Allies national board. Before she died, Public Allies signed a multiyear contract with Lisa's organization, LISTEN, Inc., to provide training and support and to develop curricula for the latter organization.

Fellow Laurie Meadoff (Cohort 2), during her trip to South Africa in the third module of the program, met a number of individuals who became crucial to the growth of her company. Laurie, who is the former Executive Director and Founder of CityKids, a program in New York City that brings talented youths together to meet and develop their skills, had begun a new business called NextNext Entertainment that produces television

programming by and about children. In South Africa, she came into contact with a television visionary who attempted to help her raise \$2 million for her company. While the funding did not ultimately come through, Laurie credits the collaboration for the development of a spin-off program called Chat the Planet. Chat the Planet is a television show in which youth from around the world talk to one another in real time on television about the racial, economic, and cultural issues they face. For World AIDS Day in 2001, Chat the Planet participated with Oxygen Media to create an hour-long discussion about AIDS between youths in New York City and Capetown, South Africa. Chat the Planet is now being produced by Laurie and NextNext staff with the assistance of a number of companies and non-profit organizations.

## **2. NGL SOLUTIONS FUND SUPPORT**

From the outset, NGL was designed by The Rockefeller Foundation as a two-year leadership development program with the object of sustaining the network during the second year. The first year is heavily experiential, focusing on Fellows' communications, site visits, and the facilitation of relationships. The program set aside specific funding, called the Solutions Fund, during the second year to help Fellows implement unique projects affecting democracy and constructive social change and to provide a Rockefeller Foundation-branded lever for gaining further funding. An important objective of this second year is to help initiate powerful and experimental collaboration among Fellows. During the four years preceding 2002, NGL Fellows often pooled their funds in smaller groups to tackle Fellow-initiated projects.

### **The Democracy Toolbox Initiative**

A group of twenty-three Fellows from Cohort 4 were recently awarded a large grant by The Rockefeller Foundation to create a groundbreaking group collaboration. Fellows interviewed for this report were involved at different levels in the concept development and creation of this sizeable Solutions Fund collaboration. Cohort 4 Fellows decided unanimously that pooling the resources allotted to them by the NGL program during the second year was the most advantageous, strategic, and comprehensive means for continuing the program's work and leveraging each other's ongoing successes. The group proposed funding to "foster sustainable local development and nurture a global web of leaderful communities."

About two-thirds of the cohort was active in creating this collaborative effort and a number of Fellows stepped forward to take leadership roles in developing the project, which will at first look at the key tools used to create sustainable communities in the U.S. The Conceptual Committee, consisting of Fellows Ray Colmenar, Joseph Youngblood, Diana Autin, Alvin Warren, Zar Ni, David Arizmendi, JoAnn Chase, Evie Hantzopoulos, Jane Leu, Mark Winston Griffith, Jon Stout, Shaun Paul, and Renee Saucedo, believe that the best way to involve all parties and ensure the project's continuity and relevance, is to think of the project as a virtual consulting firm in which twenty-three individuals could be mobilized in their respective or shared communities at any one time. Like a consulting firm, each team of Fellows will be paid by the overall fund for creating sets of

tools and developing processes for using those tools locally. Once accomplished, the group has set aside funding to broadcast their findings and facilitate the transfer of information to communities in the U.S. and internationally.

Many Fellows in Cohort 4 reported that upon meeting each other during the first module there was great momentum on the part of most Fellows to “stick together” and to come up with a solid, fundable, and integrated project in which all could collaborate. Fellow Ray Colmenar, Senior Associate at PolicyLink, credits that first module for facilitating and pushing forward the large collaboration. During the first day of the program, a community building exercise called “Pumpkins in the Hoop” was arranged. The job of Fellows was to split into a number of groups and compete for keeping the pumpkins in the group or to collaborate to create a larger communal payoff. Ray commented: “Something about the chemistry among the Fellows in the cohort crystallized and it just worked.” Another Fellow said that this first exercise helped “iron out personalities so that very difficult conversations could be had right from the start.” Later in that initial module, Fellows gathered in one room to discuss what they learned from the exercise and how they could apply it to a future group collaboration. By the end of the module, Ray commented that a significant bond had been established. “What brought us together at that point was more than shared values and ideology, but something transcendent. It seemed that genuine love was emerging in the group.”

In fact, for this cohort, Fellows reported that the modules were cumulative in helping to frame and push forward the idea of total collaboration during the second year. During the second module, held in Miami, Florida, an exercise using “open space technology,” which provides a methodology for Fellows to pool skills and knowledge, furthered the conversation about collaboration. At the third module, which took place in Mexico, there was a good deal of unanimity among Fellows to integrate international work in their collective project. And in Tarrytown, New York, at the final module, Fellows Andrea Black and Diana Autin facilitated a discussion on the design of the collaboration. Diana reported that four topics for the project rose to the top of the agenda: 1.) Leadership development for immigrants and youth in the U.S.; 2.) Mapping rural communities in Mexico, New Mexico, Guatemala, and three urban areas of New Jersey; 3.) International community and economic development; and, 4.) Building the capacity of the group to use media more effectively.

Fellows reported that, though they are excited at the prospect of this challenge, there is no precedent for such a large collaboration and tough challenges remain. The most important challenge noted was the group’s stated desire to encourage participation and to hear all voices in the cohort while making effective collaborative decisions. Secondly, a few Fellows reported that they see a challenge in integrating all four components into a realizable whole.

One particular example of a project within this large collaboration may be illuminating. Fellow Jon Stout (Cohort 4), General Manager of Free Speech TV, a full-time national channel that works with artists and activists to cultivate an informed citizenry, connected

early on with Fellow Mark Winston Griffith (Cohort 4), the Executive Director of the Central Brooklyn Partnership. Mark, whose organization builds community-owned financial co-operatives, had a background in print journalism and popular culture but was seeking to learn about and work within television media. The two set out to create a new television series, called Talking Democracy. The show aspires to provoke dynamic conversations around pressing social issues, while providing a platform for voices traditionally excluded from corporate media. In each episode, ten people who have a relationship with a particular issue will be asked to take on roles that may be different or opposite from his or her stated beliefs. In a roundtable discussion, the participants will be asked to respond to a hypothetical situation that challenges them to think outside of their own ideological “box.” The pilot program, to launch soon, will likely focus on educational reform, including issues around vouchers and privatization, which NGL Cohort 4 covered in depth in Milwaukee last year. Jon explains that they will use the entire national NGL network to find individuals in various locales and fields and will encourage Fellows to organize Talking Democracy program screenings and discussions in their respective areas.

### **Replication of the NGL Model**

NGL Fellow Taj James (Cohort 3) has begun a Solutions Fund collaboration with Cohort 3 Fellows Karin Aguilar-San Juan, Assistant Professor of Comparative North American Studies at Macalaster College, and Patricia Campos, Assistant Legislative Director for the Union of Needletrades, Industrial and Textile Employees (UNITE) in Washington, DC. Their project goal is to build small networks and communities of leaders to solve problems collectively. They have intentionally replicated the NGL model by pulling together leaders, who they have identified as emerging and tied to their communities, from their respective regions and by holding a series of focus groups, workshops, and dialogues in order to map their collective and collected resources.

### **The Multiplier Effect**

Another important Solutions Fund project is The Multiplier Effect, in which Fellows from Cohort 2 convened with their colleagues to spread the ideas and ideals inculcated during the Fellowship program and to build a wider network. Fellow Kathie deNobriga (Cohort 2) led the project, also called NGL Plus One, which took place in Atlanta, Georgia, in 2000.

The event was designed to build a community that allows for open dialogue for continued leadership development, leverage skills, expertise and networks, identify opportunities for collaboration or partnership, and provide a problem solving laboratory for case studies. Fellows who participated explained that, while they convened only once, it had a lasting effect in expanding networks. For example, Fellow Eric Garcetti said that, in bringing to the meeting his colleague Sam Mistrano, a leading activist on welfare rights, the latter’s network was greatly broadened and has been more useful to date.

### **The Wednesday Group**

For her Solutions Fund project, Fellow Timothea Howard (Cohort 2) created a new infrastructure in Washington, DC, to provide support activities and self-help services for women of color. Called the Wednesday Group, also known as At Home in the World, Tim is now managing a second cohort of participants, who to date have developed a thriving mutual support system. In working with philanthropists from The Philanthropy Workshop, Tim has also gained access to small grants for computers and the development of projects for the group. One of her NGL collaborators, Fellow Demetrios Coupounas, founding President of the Concord Coalition Citizen's Council and a businessperson, showed the group how a small company can provide opportunity. "Coup's GoLite [a maker of ultra-light hiking and backpacking equipment] was inspirational for the group," Tim reported.

### **Storytelling Across Boundaries**

NGL Fellow Jay Alire (Cohort 3), a Professor of Computer Information Systems in Denver, Colorado, and Fellows from Kentucky, Texas, and San Francisco received funding by the program's Solutions Fund to produce a cross-disciplinary story-telling project that links younger children with older generations and their respective histories. One of the goals of the project is to demystify storytelling and the ways that stories are transmitted from one generation to another. Fellows experienced this means of learning during the program's first module in San Antonio, Texas, where they worked with artist Sterling Houston. Fellows Francis Wong (Cohort 3), a musician, composer and Creative Director of Asian Improv aRts, Carmen Ramirez (Cohort 3), Community Relations Specialist at the Community Relations Office in Longmont, Colorado, and Pam McMichael (Cohort 3), Co-Director of Southerners on New Ground, came up with the idea when Jay's wife, a professional storyteller, came to New York City during their final cohort meeting.

For this project, Fellows seek out a strong cross-section of individuals of all ages who will gain from the experience of learning from their grandparents' histories. The stories are being documented on audio and video tapes. Jay noted that in one case, Russian twins who immigrated to Colorado about seven years ago spoke about how their grandparents helped them learn about their own pasts in the U.S. and abroad. One of the boys spoke on camera in English while another spoke in Spanish, indicating that the two had traveled far beyond their traditional language barriers.

Fellows expect to collect between eight and twelve stories per geographical area and then compress a selection of these stories in video and for the Web or CD-ROM. This will allow each of the Fellows to share with their respective constituencies these collected stories of immigration, migration, and learning from around the country.

### **The Organizing Project**

Fellow Rachel Timoner (Cohort 1), an activist and consultant in San Francisco, received NGL funding for her second-year project to create what she called The Organizing Project. Her objective was to help develop a multi-issue, multi-constituency movement in the U.S. that is "by and for the most scapegoated among us, including people of color,

poor people, immigrants and single mothers, youth and working families, and lesbian, gay, bisexual, and transgendered people.” Approximately ten NGL Fellows served on her Advisory Board, providing much strategic assistance and helping her draft four white papers for the project. Fellows, including Linda Asato (Cohort 1), who at the time was Director of the Intergovernmental and School-Linked Services, also provided guidance for a book Rachel is writing on social change. Rachel said, “The thinking we did for The Organizing Project is now what drives all of my work [including with other Fellows]. It came directly out of our time together during the NGL modules, especially in South Africa, when I began writing about my thoughts and experiences there.” Other Cohort 1 Fellows who advised the project are Amelita Pascual, Jai Sookprasert, Van Jones, Steve Hawkins, Sherrilyn Ifill, Nilofer Ahsan, and Sharon Delugach. Information about the project can be found on the Web at [www.organizingproject.org](http://www.organizingproject.org).

### **The Nelson Mandela Freedom Garden Project**

Many Fellow collaborations began during one of the NGL modules held in the U.S. or overseas. The Nelson Mandela Freedom Garden Project is a collaboration born in South Africa, where NGL’s third cohort had its international module. Fellow Rebecca Saltzman Miller (Cohort 3), former Executive Director of Children of the World, had planned to make a trip after the module in South Africa to a small orphanage in Kenya. The orphanage was an important part of her organization’s programming, which helps other organizations develop family-style care for children. Rebecca was pregnant at the time, however, and felt that another trip may be too arduous. In speaking with Fellow David van Tassel (Cohort 3), a plant scientist from Salina, Kansas, and Fellow Annie Lanzillotto (Cohort 3), a performance artist from Brooklyn, New York, Rebecca found two willing and able partners who could make the site visit to Kenya for her.

At that time, David and Annie were already at work on a project for the second-year Solutions Fund that would metaphorically bring the gardens created by Nelson Mandela at the notorious Robben Island Prison to a greater international audience. The prison was a place of banishment for many blacks in South Africa and is located about 12 kilometers from Cape Town. There, Mandela covertly built his Freedom Garden while in prison; it was tended even after Mandela’s release, and his handwritten autobiography was later found there, replete with commentary by fellow inmates. The two Fellows saw in this covert garden an apt metaphor for growing ideas, freedom, and communications in the face of massive adversity. Further, their trip to Kenya was an opportunity to better understand East African food security and human rights.

The orphanage the two Fellows visited in Kenya is called the St. Anne’s Children Home, run by a woman and her family. The home was built with mud and concrete. David noted that he was honored to be able to see the orphanage and excited to see the different tools and perspectives he and Annie brought to their visit; their goal was to determine how they could best apply their findings to their future collaboration. The Fellows concluded that the idea of the Nelson Mandela Freedom Garden was sound but it should be developed in urban (and not rural) areas, where access to nature and growing food is generally minimal. They put together a proposal, along with Rebecca and Fellow Dale

Caldwell (Cohort 3), who runs the Newark Alliance, an organization that enhances education and economic development in the state's largest city, to the NGL program to fund the creation of a model garden that children and others can visit. Once "planted" in Newark, and managed by the Greater Newark Conservancy, the garden and its curriculum about food, freedom, and non-violence could then be replicated internationally.

### **Micro-Enterprise for Youth Leadership and Violence Prevention**

Another innovative formal collaboration is a project to determine how micro-enterprise development can be used to help prevent youth violence and promote leadership among teenagers. The kernel of the project was also born in South Africa, during a module in which Fellows looked at micro-enterprise, poverty, violence, and, at the same, economic opportunity. Fellows Sarah Ludwig (Cohort 4) and Joan Hoffman (Cohort 4) took the initial lead in preparing for a proposal to the NGL program for funding, with Sarah doing background material preparation and Joan, a consultant to the Inter American Coalition for the Prevention of Violence, providing organizational and strategic support. Five other Fellows from Cohort 4, Tom Saenz, Jay Alire, Carmen Ramirez, and Hez Norton, were participants in this collaboration.

Sarah Ludwig, Executive Director of the Neighborhood Economic Development Advocacy Project (NEDAP), an organization focused on credit access for low income communities in New York, said that while her expertise is locally based, the project's mission to use micro-enterprise as a tool for youth leadership and violence prevention looked to examples throughout the Americas. This was also an opportunity to bridge U.S. examples with those in Central and South America, where Joan has tremendous expertise. Their intention is to research and publicize best practices in the field and provide an expandable information clearinghouse for others to utilize. After their research and interviews, the group expects to convene practitioners, engaged philanthropists, and potential corporate funders to examine models for micro-enterprise development as a tool for youth violence prevention and leadership development. Translation between English and Spanish was key to the success of this project, and the majority of Fellows participating in the project are bilingual.

Both Joan and Sarah noted that, in addition to its funding, NGL's infrastructure and staff were critical to the continuity of the project. Joan said that the program "offered great guidance, helping to structure and clarify ideas and asked good questions" about the collaboration. Sarah noted that conference call capabilities, which were provided by The Rockefeller Foundation, were key to the group's communications.

The primary initial impediments to the project revolved around financial resources allotted to the project and differences of opinion about mission among Fellows. Importantly, the project is unique not only because of its shared objectives and pooled resources, but because of its strong use of Fellows' respective organizations to push the project forward. Hez Norton was important in providing resources for the group, as she was involved in bringing engaged philanthropists with whom she worked to the table.

NEDAP oversaw financial management of the project while a staff person there provided initial research. Joan's organization helped Fellows identify programs and individuals to contact, such as the Regional Adviser on Violence for the Pan-American Health Organization, the Inter American Bank micro-enterprise project staff, and the Director of NGOs for Violence Prevention at the World Health Organization.

The collaborators recently learned that, due to their strong funding outreach efforts, the Inter-American Development Bank (IDB), a large financial institution helping to “accelerate economic and social development in Latin America and the Caribbean,” has approved a \$200,000 innovation grant to Grupo Ceiba in Guatemala. Grupo Ceiba is a youth and community development organization that provides entrepreneurial opportunities and apprenticeships to high-risk youths.

### **Creating a Network for Day Laborers**

A unique and innovative project that pooled the resources of the geographically dispersed NGL Fellowship is the National Day Laborer Organizing Network (NDLON). Started by Cohort 3 Fellows Pablo Alvarado, Thomas Saenz, and Jay Alire, the project’s aim is to document the lives of day laborers around the United States. Jay, who has expertise in videography and Internet communications as a professor in Colorado, said that their initial task is to train day laborers, who are often found on the streets of the poorest neighborhoods in American cities, to shoot video cameras. Day laborers could then document the challenges they face working for low wages in semi-legal or illegal circumstances. Armed with these cameras, the workers can demonstrate via videotape the abuses, dilemmas, and uncertainties day laborers face.

Fellows’ sought to ensure the fundability and the operationality of the project by working with established day laborer centers located near the city street corners or storefronts where employers prospect for day labor. While the three Fellows initially identified nine national worker centers to focus upon, they soon found 23 appropriate sites located in Washington, DC, Maryland, Oregon, California, Colorado, Arizona, Illinois, New Jersey, New York, North Carolina, and Florida, and other states.

Pablo Alvarado, who is the Lead Coordinator for the Coalition for Humane Immigrant Rights of Los Angeles, has been successful working with day laborers locally, providing educational projects and representing laborers throughout the city. He handled much of the communications and networking for the project. Thomas Saenz, Vice President of the Mexican American Legal Defense and Educational Fund (MALDEF) with expertise in California, Arizona and Nevada, handled all legal affairs. Thanks to an initial grant from NGL’s Solutions Fund, the NDLON project gained a strong footing in numerous day laborer communities.

By showing this traction and their ability to work together, the Fellows raised an additional, larger grant from The Rockefeller Foundation to further their work and to find ways for the academic community to better understand day laborer communities in the U.S. The University of California and the University of Illinois have independently

begun research on the project and are now actively looking at demographic trends and the quality of living standards in day laborer communities. The mission of NDLON, which is to strengthen day laborer organizing groups, build leadership, and advance laborer rights, is clearly articulated on a Web site created by Jay Alire, which can be found at [www.losjornaleros.com](http://www.losjornaleros.com).

### **3. ROCKEFELLER FOUNDATION CONVENED PROJECTS**

The Rockefeller Foundation funded many collaborative NGL projects through the Solutions Fund. It also provided, in numerous instances, the intellectual and logistical resources often required for Fellow collaboration. Meeting and conference room space, communications technology, travel reimbursement, and even nourishment were reported to be very important to Fellows seeking productive dialogue for their projects. With a reputation for funding innovative programs and projects, The Rockefeller Foundation has also provided many NGL Fellows with the name recognition they require to leverage their ideas to other funders and organizations. The Foundation's long history and established identity lends itself to the collaborative work of Fellows, providing greater flexibility to projects and deeper connections to other institutions.

#### **The Youth Justice Funding Collaborative**

From the beginning, Fellows have been connecting and learning with participants in The Rockefeller Foundation-based sister program The Philanthropy Workshop (TPW). TPW is an intensive and hands-on program that connects emerging philanthropic leaders who wish to bring their funding to more strategic levels. NGL and TPW, while begun under similar auspices and curricula, have very different program participants. The two programs, however, share the goal of building capacity among innovators in their fields. NGL cultivates a network of emerging and established community leaders and activists to help them communicate and shape social change and leadership here and abroad. TPW focuses on helping philanthropists best determine funding strategies and partnerships to get the most out of every dollar spent. In 2000, the two programs experimentally brought together a few interested participants from a number of cohorts. After much deliberation and difficult conversations about money and social change, the group found common ground in youth justice – a field that is emerging as a crucial one for philanthropy and activism alike.

Today, this group, called the Youth Justice Funding Collaborative (YJFC), is a powerful example of NGL's collaborative outreach. No longer based at The Rockefeller Foundation and funded for four years by a number of TPW alumni, the project funds programs and organizations dedicated to juvenile justice issues in the United States. For the past year, YJFC has employed one full-time staff member and the founders and new members meet regularly every few weeks to direct its initiatives. As an independent collaborative, the participants – about 5 from each program – fund projects that fit their unique requirements for support. TPW alumni provide funding and strategic direction for the program and each is required to commit at minimum \$5,000 towards its costs. Fellow

Steven Patrick noted that the project itself has become recognized as an innovative means for getting messages across about collaborations between activists and funders.

The YJFC has recently given its first grant to the Maryland Juvenile Justice Coalition for developing a comprehensive communications strategy. Fellow Timothea Howard reports that Maryland has one of the most problematic juvenile justice systems in the country and YJFC will utilize the new funds for reaching the public through telling the stories of juvenile offenders on talk radio. Tim notes: “I’m surprised and excited to be building something that never existed before – a collaboration between grassroots activists and emerging philanthropists to fund these kinds of programs. The group, after much struggle, is today making very solid program decisions.” Other current NGL Fellows involved in the project are Steven Patrick, Paul Schmitz, Craig Harshaw, and Steven Hawkins.

### **Evaluating NGL and TPW linkages**

Two Fellows took it upon themselves to find ways for better programming and communications between NGL and TPW. Fellows Jane Leu (Cohort 4), Founder and Director of Upwardly Global, an organization that helps refugees and immigrants rebuild their lives in the U.S., and Julie Horowitz (Cohort 4) – a consultant to private and nonprofit educational organizations – collaborated, and The Rockefeller Foundation and NGL staff provided communications support for the Fellows. Jane and Julie spoke with approximately 20 individuals from both programs about their needs and the complex issues – from privilege to language – around connecting with one another.

The report found that nearly everyone with whom they spoke was very open to furthering the NGL-TPW relationship. They found that in general philanthropists in the TPW program did not feel put upon by Fellows, even when requesting funding for their organizations. In fact, TPW participants for the most part found that meeting NGL Fellows provided valuable experiences and learning. The collaborators found that NGL Fellows learned much about philanthropy, its opportunities, and its limitations, while TPW participants gained access to the work and challenges of Fellows and their constituents.

## **4. THE NETWORK**

The NGL network consists of a powerful, loosely built, but tightly woven web of Fellows committed to each other’s work, ideas, and personal well-being. There are varying levels of participation in the NGL network and, as well, varying kinds of relationships and degrees of contact among Fellows. But Fellows regularly tap the network for news, assistance with projects, partnership and funding opportunities, and individual assistance. In almost every case, NGL Fellows reported that the program has substantially changed their lives, their networks, and their leadership capacities. New relationships were formed, new doors were opened, and many Fellows reported reaching what they felt were the next stages in their professional development in part because of the network.

### **NGL Engages Fellows to Manage and Provide Learning**

NGL alumni are often asked by NGL staff to create workshops or assist with the development or creation of modules for new NGL members. Fellow Claudia Horwitz (Cohort 2), Director of stone circles, has managed the complex selection process for the program for two years running. “Jesse King [former NGL Operations Manager], when he was leaving the program and needed someone to run the selection process, called me because of my commitments to the program. Helping with the selection process has not only strengthened my facilitation skills but I believe I’ve helped change the way the program works.” Claudia’s methodology in tackling the selection process is itself driven by collaboration – with NGL staff, former Fellows, and applicants to the program. Cohort 2 Fellows Marian Urquilla, Director of the Columbia Heights/Shaw Family Support Collaborative in Washington, DC, Tim Howard, and Jason Scott, were also facilitators and advisors during the annual selection process. Claudia commented, “We’ve had great participation from Fellows across all cohorts to help with reading applications and conducting interviews with potential NGL Fellows.” Most recently, Claudia collaborated with Fellows Tom Kelley (Cohort 1) and Cara Page (Cohort 3), to design and conduct a workshop for an NGL module for Cohort 5 in Raleigh-Durham, North Carolina. Fellows’ collaborative participation in providing design and programming for the fellowship has been key to strengthening the NGL program and the network.

The NGL program asked Fellow Kenneth Johnson (Cohort 3), an elected official on the Milwaukee Public Schools Board of Directors, and Paul Schmitz (Cohort 1), Executive Director of Public Allies, based in Milwaukee, to design and produce Cohort 4’s first module there. Their focus was school reform, a subject that both Fellows intimately understand from their local and national perspectives.

Fellow Linda Asato (Cohort1), who was until recently Director of the Intergovernmental and School-Linked Services in San Francisco, worked closely with NGL Program Manager Surita Sandosham (Cohort 1), other NGL staff, and many San Francisco-based Fellows to design curricula and provide logistical support for a TPW module there in 2001. TPW modules typically involve a number of site visits to innovative nonprofits in a region, including those run by NGL Fellows.

Other Fellows have provided their expertise in helping the program with its projects and new initiatives. Fellow Kathie deNobriga (Cohort 2), a consultant for arts organizations and community-based cultural organizations in the U.S., developed and managed the NGL Alumni Gathering that took place in 2001. Fellow Hasan Davis (Cohort 4), a lawyer, educator, youth advocate, actor and the Founder of Empowerment Solutions in Berea, Kentucky, currently co-manages the NGL modules. Many other Fellows rotate in and out of assignments for the program, as new needs arise and expertise and knowledge is called for in different projects.

### **Fellow Fundraising and Campaign Strategy for Office Seekers**

There are two outstanding cases in which NGL Fellows helped a colleague acquire

political office. In the first case, Fellow Eric Garcetti (Cohort 2), a professor of international relations and specialist in human rights and nationalism from Los Angeles, had a conversation with Fellow Sharon Delugach (Cohort 1), the Chief of Staff for Los Angeles City Council Member Jackie Goldberg, who encouraged him to run for City Council. Eric, with a political activist background, deliberated – but it was his NGL colleagues that helped him make the decision to run. During his first six months as a candidate, his best-attended and largest fundraiser was held at Fellow Dan Gross’s home in New York City. “These were people who knew me, believed in me, and made me believe that I could do this,” Eric said.

Others, including Cohort 2 Fellows Otho Kerr, Jason Scott, Omar Wasow, then-NGL Program Manager Jacqueline Novogratz, and Laurie Meadoff, attended, while Erik Pages, Timothea Howard, Marian Urquilla and others raised money for Eric in Washington, DC. Cohort 2 Fellows Kathie deNobriga, Demetrios Coupounas, Preston Pinkett, and Omar Wasow sent support from around the country. Cohort 2 Fellows Marc Solomon and Dan Gross came to Los Angeles to join Hilaria Bauer (Cohort 2), and California-based Cohort 2 Fellows Carlos Pineda, Lisa Hoyos, and Sasha Khokha walk Los Angeles precincts to help raise Eric’s profile in the community. Marc remembers being asked, while at a resident’s front door, a tough policy question about a local issue he did not know the answer to. He admitted to the voter that while he did not have an answer to that issue, he had traveled across the country to urge voters to back Eric because he knew the man. The voter said that was good enough for her and he secured her vote. On multiple mornings, Hilaria joined Eric to talk to parents in Spanish as they dropped their children off at school. Cohort 2 Fellows Omar Wasow, Executive Director of BlackPlanet.com and a commentator on MSNBC and NBC, and Jason Scott both donated and raised funds for Eric’s campaign through their networks in New York City.

Once he gained political office, NGL Fellows continued to work with Eric to advance his policy aims. NGL Fellow Sasha Khokha (Cohort 2), at the time Communications Director for the National Network for Immigrant and Refugee Rights, had earlier introduced Eric to Fellow Pablo Alverado (Cohort 3) at an NGL reunion. The two have become collaborators in Los Angeles. Eric gave as an example of their collaboration the resolution of a controversy around day laborers that congregate to find work at a Home Depot in his district.

In the second case of political office collaboration, Fellow Kathie deNobriga was elected to her city council position in 2002 with support from the NGL network. Because of the relatively small size of her town and her campaign, Fellows like Claudia Horwitz and others were helpful in providing campaign strategy and other advice about political messaging in her community. According to Kathie, “it was a difficult election and I was very appreciative of the support of those in my cohort.” Kathie won the office by receiving 145 votes, a number all the more impressive as other candidates in the race received about 70 each.

### **Knowledge Sharing for Organizational Strategy**

Since their first meeting through NGL, Cohort 1 Fellows Craig Harshaw and Tarso Ramos, the Program Director for Research and Action for Change and Equity at the Western States Center in Portland, Oregon, have regularly collaborated on sharing information about activism and activist training. Tarso's large annual symposium, called the Western States Activist Training Conference, featured input from Craig and other NGL Fellows.

For the National Organizer's Alliance (NOA) annual conference, Fellow Timothea Howard, then Senior Organizer at NOA, worked with Cohort 2 Fellows Sasha Khokha, Claudia Horwitz, and Kathie deNobriga to further the meeting's programs and outreach. Tim reported that Sasha was crucial in helping to integrate a greater immigrant rights component into the work of the organization.

In the winter of 2002, Cohort 1 Fellows Rachel Timoner and Tarso Ramos began a constructive dialogue about the rise of anti-Semitism on the political left. It began with Rachel posting a response to dialogue about the war in Afghanistan and the Israeli occupation on NGL's private listserv, where emails are regularly exchanged among Fellows. Following this were six weeks of email conversations between Rachel and Tarso about Europe, Israel, anti-Semitism, and American progressives. Their conversations and sharing of information strengthened their relationship to their own work and to their individual commitments to social justice.

### **Building a Foundation for Communications Strategy**

Cohort 4 Fellow Sonny Le, a strategic communications and ethnic media consultant in Oakland, California, recently worked with Fellow Zar Ni (Cohort 4), Founder of the Free Burma Coalition based in San Francisco. Sonny noted that the Coalition, while doing powerful work in calling attention to the plight of the Burmese people, was managed by native Burmese directors, who only partially understood the workings of the American media. He spent a full day in the summer of 2002 with 15 people from the organization, providing hands-on training in communicating with the media. He noticed that the organization lacked engagement with the Burmese community in the U.S. but did well with an activist, liberal demographic. Zar Ni and his staff and partners went to the media with a new message about their work. After the training, Sonny handled the Coalition's publicity to further the group's campaign. He reports that the results were decidedly not mixed. The group gained coverage in NPR, the local PBS station (KQAD), a national Asian language newspaper, the LA Times, the Sacramento Bee, the San Jose Mercury News, the Associated Press, and the San Francisco Chronicle.

### **National Media Strategy at Proyecto Azteca**

Sonny Le also did extensive collaboration with Fellow David Arizmendi (Cohort 4), Executive Director of Proyecto Azteca, an organization that provides housing opportunities for poor families in San Juan, Texas. Proyecto Azteca has used its modicum of funding for local projects and has traditionally done little media outreach to communicate the stories of farm workers in the region. The area, notably, has a 50%

poverty rate. David asked Sonny to help Proyecto Azteca in one of the organization's weakest areas – political outreach through media. Sonny reported that David's organization had a great need for training but there was also an opportunity for staff to gain insight into how the media works and what issues might be put forth to the press. Sonny said, "David's staff do incredible work – yet it's not known. They receive much attention but it is generally not due to their own initiatives. The press finds them rather than the other way around."

Sonny spent three days working in San Juan. On the first day he visited David's organization to better understand its operations and communications. During the second day, Sonny met with many individuals and gathered biographies to better understand projects and programs. For the third day, David brought together staff from ten nonprofits in the area, for a total of 17 individuals in all, to hear Sonny explain how they can make better use of the media to communicate their critical messages to a national audience.

After listening to their stories, Sonny found a particularly strategic window of opportunity for Proyecto Azteca and their campaigns. A traveling exhibition on the lives of Mexican workers was on display at a local museum in San Juan. The exhibit, managed by the Smithsonian and sponsored by AOL-Time Warner, shows how Mexican-Americans lives were lived over the past 100 years in the U.S. Yet, for the opening of the show, which was promoted by Latino actor and activist James Olmos, only government officials and other members of the elite were invited. No children or community members could participate in the opening festivities – and Sonny noted that the exhibit was primarily about them.

Sonny commented, "This is a fight that was about access to what belongs to the community." By criticizing the local museum or the Smithsonian alone, few media outside of the region would pick up the story. Sonny provided associated groups with a list of top AOL-Time Warner executives along with a strategy to move the message to the national media. Associated Press picked up the story within one day, which was the first time that the community received attention outside of its local, albeit respected, newspaper.

### **“Hotel NGL”**

Traveling is often an expensive proposition for NGL Fellows, who typically work with organizations that have limited means. A notable type of collaboration among many Fellows is staying at one another's homes while traveling. In San Francisco, Cohort 1 Fellows Linda Asato and Ami Pascual often provide a place for Fellows to stay while visiting. In New York City and Chicago respectively, Fellows Dan Gross (Cohort 2), and Craig Harshaw (Cohort 1) are known for offering their homes to visiting Fellows. While a seemingly small example of Fellow collaboration, the underlying issues of trust, stability, and generosity are exemplified by what Fellows sometimes refer to as Hotel NGL.

### **Engaging Fellows to Do the Good Work**

With almost 120 Fellows recruited from more than 30 U.S. states, NGL participants and alumni regularly employ or otherwise consult with each other and their colleagues. Fellows report that because those in the program share a framework of values and interests, hiring or engaging others in the network simplifies their organizations' operations and solidifies and expands projects.

For example, Fellow Steve Hawkins (Cohort 1), Executive Director of the National Coalition to Abolish the Death Penalty in Washington, DC, and Paul Schmitz (Cohort 1), Executive Director of Public Allies, speak regularly about NCADP's messaging around the death penalty in Minnesota, one of the few states that does not have the death penalty currently on its books. Steve asked Paul recently for an independent assessment of death penalty policy affairs for the state. Paul has also been helpful in providing updates for Steve in sharing contacts and information about organizations and foundations funding anti-death penalty work.

Fellow Hez Norton (Cohort 3), Executive Director of Resource Generation, has also brought on Fellow Marian Urquilla (Cohort 2), whom she met through Fellow Claudia Horwitz (Cohort 2), to help facilitate and manage a board retreat for her organization. Marian has also provided Hez's organization with strategic planning to better understand how social change occurs within a larger philanthropic movement. Hez notes that her organization "got stuck many times and Marian consistently was able to move the board out of their own identity politics and into a place of stronger collaboration." Hez is also working with Fellow Rachel Timoner, who is acting as consultant for an annual gathering, co-sponsored by Resource Generation, for young people with wealth entitled "Making Money Make Change." Rachel is also helping to lead a meeting of the Young Donor Organizers Alliance, a separate project of Resource Generation.

### **Developing Content through the Network**

Fellow Annie Lanzillotto (Cohort 3), a writer and performance artist in New York, and Rod von Lipsey (Cohort 1), a former U.S. Marine and National Security Council Director and now an executive at Goldman Sachs, found fertile common ground in their interest in homeland defense and civil liberties. Annie and Rod, both of whom are licensed pilots, felt there was much to be said about the combination of flying, personal freedom, and the freedoms that were taken away when terrorists crashed airplanes into the World Trade Center and the Pentagon on September 11, 2001. Annie said that "as an artist, personal liberties and acts of freedom are the most important things – speaking and gathering are crucial in every way." Annie wrote, with Rod's input, an article about these connections for a writing contest for The Economist.

Cohort 3 Fellows Hez Norton, Executive Director of Resource Generation, and Karin Aguilar-San Juan, Assistant Professor of Comparative North American Studies at Macalaster College in St. Paul, are looking at ways to develop a workshop that focuses on issues of wealth, white privilege, and the racial income gap in the United States.

Karin, who teaches race and politics, hopes to incorporate part of the curriculum into future coursework.

### III. FELLOWS ON COLLABORATION

During the course of research and interviews, a number of Fellows provided their philosophical, personal, or theoretical thoughts on the ways collaborations work within a program like NGL. While each of their viewpoints is unique, there is common ground in their appreciation of NGL's commitment to diverse, cross-cohort, multi-disciplinary collaboration.

Fellow Eric Garcetti (Cohort 2), who spoke of many Fellows who helped him gain political office in Los Angeles, sent the following in an email: “. . . From the Rhodes Scholarship to the Renaissance Weekend [both of which Eric has experienced], even the best-intentioned programs often miss the deeper work that it requires to be ahead of the curve, to truly assemble a group of ‘future leaders’ not just to reflect the current state of affairs. NGL represented the leap forward in American democracy and representation where other programs sometimes merely mirror the incremental changes of society today. In doing so, NGL *actually* [italics original] propels American democracy forward instead of merely cheering its advances on . . . Critical to this is the collaboration between and across traditional connectors. NGL forces you to do the in-depth and often painful thinking that comes from spending long periods of time with a diverse, energetic, even stubborn set of leaders . . .”

Fellow Jane Leu (Cohort 4) stated: “NGL has opened my mind to the possibility of collaboration across fields. I feel comfortable about calling other Fellows in the program [across cohorts] for collaborative work.”

Other Fellows reported that, while their collaborative efforts via the NGL network are inconclusive, they believe NGL has been personally transformational and has permanently modified the way they work and lead. Fellow Nancy Katz (Cohort 1), Vice President for Client Relations at private equity investment firm McCown De Leeuw & Co. in Menlo Park, CA, writes that “It seems to me that, while collaborations and outcomes are clearly important in life as in the foundation world, the degree to which NGL opened up different perspectives, which for me has changed how I am in the world and how I understand the world around me, is also important. [The program] will definitely have future impacts that I can only begin now to imagine.”

Fellow David Arizmendi said, “NGL provided the infrastructure and framework for collaboration. The fact that our cohort [Cohort 4] was able to stick together and create one proposal for the second-year project is a testament to NGL, which essentially told us early on ‘You must collaborate’ and we had to come to terms with what that means.”

## **APPENDIX A: FELLOW PARTICIPANTS IN THIS REPORT**

The following NGL Fellows were either interviewed or provided information for this report. Sincere thanks and gratitude go out to all of those participated, who provided examples of collaboration, or gave input or feedback about this report. The author, Andrew Boardman, can be reached at [boardman@manoverboard.com](mailto:boardman@manoverboard.com).

Special thanks go to Fellows Rachel Timoner (Cohort 1), Sasha Khokha (Cohort 2), and Joan Hoffman (Cohort 3) who helped in the design, initial outreach, and research for the report.

### **Cohort 1**

Nilofer Ahsan  
Linda Asato  
Isabela Basombrio  
Sharon Delugach  
Craig Harshaw  
Steven Hawkins  
Martha Jimenez  
Nancy Katz  
Tarso Ramos  
Surita Sandosham  
Paul Schmitz  
Bill Stephan  
Rachel Timoner

### **Cohort 2**

Kathie deNobriga  
Eric Garcetti  
Daniel Gross  
Claudia Horwitz  
Timothea Howard  
Sasha Khokha  
Laurie Meadoff  
Stephen Patrick  
Jason Scott

### **Cohort 3**

Jay Alire  
Pablo Alvarado  
Joan Hoffman  
Taj James  
Annie Lanzillotto  
Sarah Ludwig  
Hez Norton  
David Van Tassel

### **Cohort 4**

David Arizmendi  
Diana Autin  
Raymond Colmenar  
Hasan Davis  
Evie Hantzopoulos  
Sonny Le  
Jane Leu  
Zar Ni  
Jon Stout