

# NGL Pathway Map: Context, Assumptions and Program Actions

## Contextual Issues

LA riots in 1992 pulled forth fault lines of race and ideology and caused Foundation to question where the leaders in America were and why they weren't talking to each other.

Foundation interested in efforts to revitalize democracy by building a leadership program that would explore threats to democracy, participatory decision-making, and bridge building strategies.

Few or no programs doing leadership development at a national level, only at a local level.

Leadership development curriculums were passive and only explored issues from one perspective.

There are examples of leaders capable of working across divisions in society.

Democracy is a fundamental belief that Americans have, but few people know how to practice it.

Cynicism exists in this country around democracy.

### Early Challenges

Designing and facilitating a curriculum for a diverse group with different learning styles.

Attracting qualified candidates who represent different political ideologies (both progressive and conservative candidates).

Engaging such an ideologically mixed group in productive discourse.

## Program Design Assumptions

Leadership can be identified and mobilized to restore faith in American democracy.

The leadership program embraces the diversity of all communities and defines democracy to include the principles of equity, participation for all and fairness.

Participation in rigorous analysis of difficult issues and the development of skills to work across differences are essential characteristics of effective leaders.

Developing effective leadership requires the application of new ideas and skills in the communities in which leaders work.

In the 21<sup>st</sup> century democracy must be understood within both national and global contexts.

A network of leaders will have a greater influence on democracy than individual, unconnected leaders. The NGL network would essentially be a network of leaders who themselves were a part of networks.

A Rockefeller Foundation-sponsored program will attract high caliber candidates and generate wider interest in democratic solutions across communities.

If you bring people from different backgrounds and sectors together, you can solve some of the issues dividing society.

Although NGL will be a domestic program, and therefore limited in its exploration of democracy, we will provide opportunities for exploring global issues.

All of the fellows would remain a part of the program after they graduate or complete curriculum.

NGL fellows and the Foundation will mutually benefit from a leadership development program.

## Program Actions

### Participant Selection

- Formal nomination by experts – leaders in multiple sectors
- Rigorous review process; more rigor as program evolved
- Target age range 25 – 50
- Diverse group representing a wide range of sectors, race/ethnicities, sexual orientation, geographic regions, economic backgrounds, and ideological perspectives
- Proven leadership, problem-solving orientation, and openness to multiple perspectives
- Select people with a "minoritarian" or "outsider" stance.
- Select people who demonstrate that they are boundary crossers.
- Careful not to place too great a value on verbal or written fluency.

### NGL Curriculum

- Intensive, analytical (not academic) and experiential curriculum focused upon the democratic principles of equity, inclusion and justice.
- Present and former fellows play an active role in designing program activities (initiated by cohort 2)
- Explore issues of democracy in a hands-on manner and help leaders build on their existing skills.
- Curriculum provides opportunities for people to be exposed to, explore and confront different social issues in-depth.
- Provide an Individual Development Fund that could be used for professional and leadership development, facilitation training and other skill building activities.
- Site visits to different national and international communities to explore issues of democracy.
- Encourage active collaboration among fellows within the curriculum during the modules and through the listserv.
- The curriculum is designed to be evolutionary or in stages. It starts with trust-building and then engages fellows in exercises on relationship building (e.g., team-building toolkit) and skill-building (the original curriculum was not intended to be evolutionary but to cover issues)
- Issues of social exclusion as driven by race and racism are central to the curriculum.

### Community Projects

- Expect fellows to apply the learning and experiences gained about a daunting social problem to the wider citizenry through efforts at the local level.
- Encourage fellows to develop collaborations and strategic partnerships (Solutions Fund created after Cohort 2)
- Fellows address pressing and complex issues in their communities
- Expect fellows to leverage Foundation funds for their projects
- Community projects are mechanisms for doing cross-sectoral work
- Expect to see outcomes from community projects within 18-month period.

### NGL Network

- Build relationships across and within cohorts
- Explore and confront critical social issues in-depth.
- Provide opportunities for further collaboration and problem-solving
- Continued participation as resources to the program
- NGL network includes the fellows as well as their constituencies and the other people or organizations they meet as a result of the program.
- Provide opportunities and mechanisms (i.e., listserv) for fellows within and across cohorts to influence each other's decision-making. Establish an environment and provide training to fellows that gives them the tools to do this.

# NGL Pathway Map, p.2: Program Actions and Outcomes

## Program Actions

### Participant Selection

- Formal nomination by experts
- Rigorous review process
- Target age range 25 – 50
- Diverse group representing a wide range of sectors, race/ethnicities, sexual orientation, geographic regions, economic backgrounds, and ideological perspectives
- Proven leadership, problem-solving orientation, and openness to multiple perspectives
- Select people with a “minoritarian” or “outsider” stance.
- Select people who demonstrate that they are boundary crossers.
- Careful not to place too great a value on verbal or written fluency.

### NGL Curriculum

- Intensive, analytical and experiential curriculum focused upon the democratic principles of equity, inclusion and justice.
- Present and former fellows play an active role in designing program activities
- Explore issues of democracy in a hands-on manner and help leaders build on their existing skills.
- Curriculum provides opportunities for people to be exposed to, explore and confront different social issues in-depth.
- Provide an Individual Development Fund that could be used for professional and leadership development, facilitation training and other skill building activities.
- Site visits to different national and international communities to explore issues of democracy.
- Encourage active collaboration among fellows within the curriculum during the modules and through the listserv.
- The curriculum is designed to be evolutionary or in stages. It starts with trust-building and then engages fellows in exercises on relationship building (e.g., team-building toolkit) and skill-building.
- Issues of social exclusion as driven by race and racism are central to the curriculum.

### Community Projects

- Expect fellows to apply the learning and experiences gained about a daunting social problem to the wider citizenry through efforts at the local level.
- Encourage fellows to develop collaborations and strategic partnerships
- Fellows address pressing and complex issues in their communities
- Expect fellows to leverage Foundation funds for their projects
- Community projects are mechanisms for doing cross-sectoral work
- Expect to see outcomes from community projects within 18-month period.

### NGL Network

- Build relationships across cohorts
- Explore and confront critical social issues in-depth.
- Provide opportunities for further collaboration and problem-solving
- Continued participation as resources to the program
- NGL network includes the fellows as well as their constituencies and the other people or organizations they meet as a result of the program.
- Provide opportunities and mechanisms (i.e., listserv) for fellows within and across cohorts to influence each other’s decision-making. Establish an environment and provide training to fellows that gives them the tools to do this.

## Five-Year Outcomes

### Knowledge and Skills Development

*The quality of the program as determined by participants (FP)*

- Fellows have a deeper understanding of democratic principles, the challenges to democracy, and the conditions needed for democracy to flourish on the local, national and global levels
- Fellows develop new or improve existing skills that enhance their ability to lead (e.g., problem-solving, communications, facilitation, conflict resolution, strategic planning, team-building, goal setting, fund development, etc.)
- Fellows understand “systems thinking” and are more skilled at working with or intervening in larger systems
- Fellows have the ability to express or hear divergent opinions
- Fellows have gained a greater recognition of their own biases and prejudices
- Fellows have a deeper appreciation for their own culture and community as an asset of democracy. Fellows also have a deeper appreciation for the culture and community of others and are better able to work across cultures.
- Fellows have a greater understanding of their community and their concerns within local, regional, national and international contexts
- Fellows have greater knowledge of their field or other fields or knowledge bases relevant to their work

### Community Leadership

*Contributions made by participants at the local level (FP)*

- Fellows work with their constituents to identify, collaborate and implement innovative policies, practices and programs of democracy.
- Fellows develop change strategies and strengthen and broaden their constituencies.
- Fellows form new collaborations in their local contexts with organizations or people from different sectors, political ideologies, race/ethnicities, economic backgrounds, and sexual orientation.
- Fellows understand how to build relationships and are better able to assemble or convene groups from diverse backgrounds and points of view
- Fellows have advanced into jobs or roles that have greater spheres of influence and give them greater leadership responsibilities
- Fellows are better able to gain the support of influential people
- Fellows are taking greater risks

### Network Development and Partnerships

*The size and strength of the network itself (FP)*

- Fellows remain committed to the program’s core values and principles and play continuing roles as partners and supporters of NGL
- Fellows engage in strategic collaborations, both within and across sectors, that promote and enhance the principles of democracy.
- Fellows have improved or new professional networks as a result of their relationships with other NGL fellows and with Rockefeller
- Fellows remain in contact with those they met through the program
- Fellows are engaging others to get work done rather than doing it on their own
- Fellows rely and draw on each other in their work.
- Fellows influence each other’s decision-making

### Foundation-Level Impacts

- Foundation has greater exposure to different communities and issues and is more knowledgeable about the needs of communities
- Foundation officers have access to NGL’s experts from different fields, communities, and issue areas and it utilizes this expertise

## Long-Term Outcomes (10 years)

- The ideals and principles of the NGL program (i.e., working across sectors) are replicated by the fellows in their communities or constituencies.
- The association, relationships and resources that NGL fellows have access to make them exceptionally effective in implementing democratic goals and programs that advance democratic values.
- A network of networks grows that can ultimately be traced back to NGL.
- The work of NGL leaders exemplify the ideals of the program (i.e., working across sectors in how they problem-solve with communities).
- The transformation of each fellow’s leadership as demonstrated through their work can be traced back to NGL.