

**Fort Scott Council**  
**January 28, 2014 San Francisco, CA**  
**Meeting Notes**

The Fort Scott Council (Council), chartered under the Federal Advisory Committee Act (FACA) held a meeting on January 28, 2014 in San Francisco, CA at the Presidio Institute (PI) in Building 1202 in the Presidio.

**Review Documents**

1. Accomplishments and Goals
2. Cross Sector Leadership Fellows Paper
3. Reimagining Service Overview
4. Talent and Leadership Development Online Portal Summary

**Opening of the Meeting**

- Toby Rosenblatt, Chair of the Fort Scott Council welcomed everyone to the meeting
- Aimee Vincent, Designated Federal Official called the roll of Council members

**2013 Key Accomplishments – David Smith, Acting Director of the Presidio Institute**

- Education
  - Reached the pilot phase for the first leadership education program. In 2013 the strategy, curriculum, and recruitment process was developed for the Cross Sector Leadership (CSL) Fellows Program.
  - Developed a business plan for a Talent and Leadership Development Online Portal. In 2013, \$75,000 was secured from Annie E. Casey Foundation and American Express to enlist a consulting firm to conduct research, collect data and draft a business plan.
- Convening
  - Hosted approximately 12 events in partnership with mission-aligned organizations.
  - Highest profile event was the Forum on Cross Sector Leadership which co-hosted by the White House Office of Social Innovation and Civic Participation. The event brought 175 leaders to the Presidio Institute to discuss the cross sector innovation and role of the PI in advancing the movement.
- Research –Integration of Reimagining Service into the Presidio Institute is allowing us to build out our research portfolio through graduate student fellows.
- Partnership Development – resulted in signed Memoranda of Understanding with Points of Light, the White House, and the U.S. Office of Personnel Management (OPM).
- Branding – Developed a new brand, name, website, and social media for the Presidio Institute
- Built our team from two to five full-time staff members and built out interdepartmental relationships, engaging 70+ staff in our work.
- Real Estate

- First tenant secured in building 1201– Encore.org;
- Completed construction of building 1202; and
- Completed several landscape and site upgrades.

## **2014 Presidio Institute Goals – Craig Middleton, Executive Director of the Presidio Trust**

Craig Middleton reported that significant progress had been made in the rehabilitation of the Fort Scott site, and addressed additional goals for 2014.

- CSL Fellows program
  - Presidio Institute will launch the CSL Fellows program in spring of 2014.
  - The first set of applicants is of a very high caliber.
- Securing Tenants
  - The focus is on securing tenant agreements for 1202 in the next few months.
- Strategic Planning
  - A strategy and business planning effort is underway.
- Staffing and Resources
  - The team has expanded and is excited that Kaira Esgate, former Director of Reimagining Service, has joined Presidio Institute as Manager of Convening and Research.

We have a busy year ahead. Over the course of this meeting we will discuss the three major programs that staff members have been working on.

## **Leadership Education – David Smith**

- About the Program
  - The Cross Sector Leadership Fellows program is a being developed in partnership White House Office of Social Innovation and Civic Participation, McKinsey & Company, BlackRock, and OPM to work with mid-career rising stars that are on the path towards C-suite leadership.
  - The intent is to enhance the fellow’s skills to expand their mindset, skillset, and network to improve a real cross sector project they’re working on in their community.
  - Cross sector leaders – as defined in the Harvard Business Review article on triple strength leadership – have six characteristics including contextual intelligence and transferable skills.
    - Contextual intelligence is about understanding the sectors and various perspectives; and
    - Transferable skills are important to leaders from all sectors.
  - As defined, there are nine transferable skills, broken into three categories – solving problems, driving change, and leading teams.
  - Curriculum is built to touch on all nine skills and expose fellows to various innovative companies, organizations, and government agencies.
- CSL Program Overview

- In April 2014, the Presidio Institute will convene the first learning visit for the cohort here, continuing in Washington, DC in July and New York in October.
  - Learning between site visits will help the individuals push their cross sector projects forward, adding value to the individuals and their organizations.
  - Potential site visits for the San Francisco convening include: Omidyar, Singularity University, Gap, City of San Francisco, Year Up and Google.
  - In Washington D.C. potential site visits include; United Way, Annie E. Casey Foundation, D.C. Central Kitchen, OPM Innovation Lab.
- Evaluation
  - The project's success will be based on the fellows' inner learning journey, the applicability of the learning to the fellows' innovative projects, and the persistence of the networks created.
- Project Status
  - Fellow recruitment
    - Received 50 applications to date – mostly nonprofit (60%) Of those received, 76% can pay all or some of the costs (\$315k in ability to pay across the applicants).
    - Selection of candidates for the first cohort will occur within the next month.
    - Goal was 15-18 fellows but could potentially move up to 24.
  - Founding sponsors
    - The potential to secure funding for evaluation and scholarship funds, exists , but it seems promising from the level of interest and ability of fellows to pay, that we can launch even without external funding.

## **Council Member Discussion**

### **Program Development**

- Is the CSL curriculum being jointly developed?
  - Lisa Spinali is the lead content development consultant
  - In addition, the following cross-sector team is contributing to the curriculum development; Interaction Institute for Social Change (IISC), Foundation Strategy Group (FSG), SMALLIFY, Matt Thomas and Nick Lovegrove, Rafael Lopez from the White House Office of Social Innovation and Lisette Nieves
- The curriculum may also be broken down into 3-5 day sessions that can be offered to cohorts of 24, either to a particular organization, by issue area, etc.
- The goal is to pilot the fellowship first then test 3-5 day cohorts with different funding models.
- PI will be intentional about capturing and disseminating program results.
- Many nonprofits have a need to show how the training will relate to the work. They need help telling the story and discussing the community based results. The project of each fellow is the

key, and we need to capture information on how the experience influences the project and in turn influences the work and community of the fellow.

### **Participants and Diversity**

- The caliber of applicants was incredible.
- An impressive number of applicants have a military connection.
- There was a good spread among age categories, and the opportunity for mentorship within the cohort seems promising.
- What was the spread of candidates across sectors? What is that telling us?
  - Applicants were more plentiful from the nonprofit space but we also received high quality business applicants.
  - 60% of applicants came from nonprofit so doubling down on government and business would be important.
- Will there be a geographic emphasis for applicants?
  - PI is seeking diversity across many facets, including geography.
- Native American tribes should be considered.
- It was recommended that PI should revisit where the faith-based community fits – is it a separate sector or subsector?
- Invite as an audience, funders and other representatives from faith-based communities. This will be critical for having an impact in diverse communities.

### **Marketing and Outreach**

- There already seems to be a lot of buzz about this program in the service space.
- Nonprofits have a strong appetite for leadership training but limited substantive opportunities; there's perhaps an appetite for a more robust offering; Nonprofits live in the reality of needing more cross sector support.
- Presidio Leadership Experience – What markets should we test with the 3-5 day sessions?
  - Focus on the national offices of the large nonprofits like Leadership 18.
  - Corporate Social Responsibility (CSR) Directors with the purpose of having them sharing ideas of how they engage their own employees, and how they structure partnerships with community organizations.
  - Think about groups that might be interested in a cohort for the marketing aspect – all heads of sports team CSR programs, for example.
- Think about physical space too – How can these projects be memorialized?
- What are some of the symbolic things that can be integral to the program? Starting traditions can be very powerful for a lasting experience.
- Everything we can capture about how we impact the projects, is important – fellows should be beaming about how they've pushed their project forward.
- As a report out, ask fellows to do testimonials and talk about ten people they see as their supporters.

- End with presentations of projects as a public event, where the value of the experience is shared.
- Videotape the project presentations for an on-going archive.

### **Alumni**

- This first cohort is very important because it's all about the fellows – think about selecting individuals that will have strong influence and be great ambassadors.
- These alumni will help build the program reputation and will become integral to the Presidio Institute network.
- Think about the power of having 15 projects all across the country – even if it's two paragraph case studies, the output of the work of the fellows should be inspirational, publishable, shareable, etc.; think of them as case studies of things happening better because of our programs
- We could do a “booster shot” or refresher curriculum for alumni in a day-long session.
- Coming out of each cohort, we could have train-the-trainer opportunities that could help build our network.
- These alumni can be engaged as mentors and trainers for future cohorts.

### **Costs and Funding**

- What are the costs? Is this self-sustaining?
  - The Trust has underwritten the cost of curriculum development and Trust staffing.
  - Back of the envelope calculations put the cost at \$13-15K per individual and we are finding many with an ability to pay.
  - We are learning that businesses and government need longer lead times for budgeting.
- Budgeting a year ahead in corporate and government sectors will be useful – nail down dates early.
- A potential funding strategy; look to see if the organization that the fellow is working with is willing to sponsor fellows; Kauffman Foundation initiated by paying the fellows and now the host venture capital firm pays.
- Council members can serve as helpful connectors.
- Think about the Council on Foundations for both outreach and support – new leadership is particularly interested in cross sector work amongst community foundations.
- Community foundation networks are also a good opportunity – Karen meeting with the CA network in March and could hand out materials.
- Think about a forum that invites funders and maybe those in the faith-based community to discuss how to impact diverse communities.
- Project-based results will serve as an incentive for organizations to budget funds for this project.

## **Reimagining Service – Karen Baker, Fort Scott Council Vice Chair introduced Kaira Esgate of Reimagining Service and the Presidio Institute**

- Introduction – Karen Baker
  - Reimagining Service (RS) is an initiative focused on increasing the effectiveness of volunteerism. RS joined together with the Presidio Institute last fall.
  - RS has a cross sector council that's been working since 2009 on strategy, research, and efforts to move volunteerism forward.
  - We are pleased to have the network that comes with RS and the talent of Kaira Esgate as Presidio Institute's new Manager of Convening and Research at the helm of the initiative.
- Reimagining Service Overview – Kaira Esgate
  - To date, the group has been examining nonprofit practice.
  - Collecting and evaluating data on corporate volunteer engagement and effectiveness.
  - RS has graduate student fellows from Stanford, Cal, and Georgetown doing case studies, landscape surveys, etc.
- Potential Areas to Explore
  - Now that we have joined with the Presidio Institute we are looking to expand scope.
  - What does effective volunteer engagement look like in the public sector?
  - How do you partner effectively with government?
  - There is a lack of information about the public sector – there is some research happening on the nonprofit and corporate sides.
  - There are two ideas emerging for examination:
    - A cross sector look at volunteerism between businesses and nonprofits; and
    - Volunteerism in the public sector.

### **Council Feedback**

- Connect the RS research team with Corporation for National and Community Service (CNCS).
- American Association for Retired People (AARP) engages thousands of volunteers and Barbara Quaintance is on the RS Council – engage AARP to use their data on volunteer engagement and volunteer management and see how it reinforces or differs from RS's observed trends.
- Volunteer engagement is a gateway to fundraising and advocacy. United Way has found that volunteer engagement is correlated with fundraising success. It could be interesting to explore this further.
- Maybe 2014 could be as much about marketing as it is about research. You already have a lot of data. You need to get the information out and get the buy-in needed. How do you tell the story to executives?
- An exciting aspect of joining the Presidio Institute is finding ways to make the information more accessible.

- Some people manage volunteerism really poorly – can we have case studies of bad examples, or 10 things not to do? Sharing ‘worst cases’ as well as ‘best cases’ may help explain why some volunteer programs fail. You may have a rich amount of data to save people from pitfalls
- Doing a series of Op-eds can be another way to get information out. Convene people at the Presidio as an example of good public engagement.
- Let’s identify the main RS corporate folks that we can loop into the CSL programs.
- Take examples from the Park Foundation, Los Angeles sheriffs, etc. that use huge volunteer bases and could be good case studies; need to document public examples first (and be conscientious about union relationships).
- Expand our conversations to include more diversity. Consider how can disengaged populations at universities, faith-based organizations, fraternities and sororities, can become better problem solvers.
- There are existing volunteer organizations that approach problems in a very cross sector way. Let’s be intentional about overlaying the cross sector interest with RS.
- ‘Leadership’ is the word that is the most generic. We are trying to influence people to solve problems across sectors. Make sure that in everything we’re doing, we think about how people are solving problems across sectors. “I wouldn’t mind if a follower solved a problem”

### **Talent & Leadership Development Online Portal – David Smith**

- Background
  - The White House convened a meeting at the Red Cross in 2011, focused on how to build a pipeline for scalable leadership development in the social sector.
  - American Express (AmEx) and Annie E. Casey Foundation (AECF), Taproot Foundation and Independent Sector pushed this conversation forward – with an aim of studying how high quality training could be delivered online.
  - Presidio Institute rejoined the conversation in June 2013 and was asked by AmEx and AECF to create business plan to look at the feasibility of an online portal. A \$75,000 exploratory grant was provided for this endeavor.
  - PI contracted with PricewaterhouseCooper to complete a business plan.
- Business Plan Overview
  - The study noted a gap in the leadership training market between high level, in-person opportunities and less interactive online courses.
  - Identified approximately 65 organizations that we have strong relationships with to define the initial market size.
  - The portal curriculum would mirror our transferable skills for the CSL program, and features would include online training, mentoring, and on-the-job connectivity.
  - Portal would drive individuals to certifications.
  - Portal would begin with curated core curriculum partners – could expand to other 3<sup>rd</sup> party providers with revenue sharing.

- Later iterations may include more opportunities for white-labeling; additional peer networking; could ultimately move towards peer-driven content in later phases but the business plan does not reflect this.
- Target audience – early to mid-career social purpose leaders from across sectors.

### **Council Feedback**

- Scope and Timing
  - The project is impressive, but it is not at all clear what works in this space yet; as a small organization trying to get started, this is hugely ambitious.
    - This would take a whole lot of people a large amount of time to execute.
    - Not sure that leadership development is possible online.
    - Doesn't feel like a good place for the Institute right now.
  - This feels like a big leap compared to a place-based focus.
    - It would be tough to compete with groups that are already do online training.
    - It does not feel right for the Institute at this time.
    - However, there is an in-between, because we will need tech connectivity and capabilities for our growing network and we are developing curriculum that can be scaled.
  - It feels like we would need to become a guru in both cross sector leadership development AND online learning – a big lift.
  - We need to think about online continuity that can be successful, but it's the business of online learning that we're having a negative reaction to. We cross the line when talk about charging money and competing with those who do this professionally, full time.
  - Organizational focus is important – the portal can be a diversion from the other good things that we are working on.
  - We need to keep in mind that the things that resonate positively in our CSL Fellows program may not be transferable in an online format. My guess is that the parts of the CSL that people will love the most are the networking and experiential opportunities.
  - Our differentiators are 1)The Place 2)The Experience 3)The Network
  - The document was an example of great consulting but has everything under the kitchen sink in it.
    - Are we trying to jump into an opportunity? We don't even have the in-person content developed and piloted yet; maybe we can think about this if our pilot is extremely successful.
    - It would be presumptuous and premature to present ourselves as the 'experts' in this space when we haven't run our pilot yet - Bridgespan was an example

### **Clarifying Question – David Smith**

If we had funders, and partners lined up then shouldn't we try?

## **Council Feedback**

- It doesn't feel integrated to our main goals; we definitely need to create an online experience for our program, but starting a business right now isn't right and would force us to optimize for things that are not in our interest.
- We do not have the content yet. We have an idea that hasn't been tested. With all the money in the world, it still may not be best to force a new business.
- The Council is excited about our core business opportunities and this feels ancillary.
- We only have 50 applicants for the CSL Fellow so far, so we haven't validated the market yet.

## **Connecting the Portal to the CSL Fellows program**

- We should pilot with the CSL program. The focus for 2014 needs to be on making the pilot the best it can be.
- The likelihood of us knocking the ball out of the park on our nine transferable skills content from the CSL program isn't high, but we will learn what's working well and what needs more work.
- Make the connection between the online portion of the project and the CSL fellows more organic. Use the portal to enhance what we are already doing well rather than step into a new business.
- Invite people to peer-review the material as we develop it.
- Spend the majority of our time now focusing on making the CSL program so amazing that people are clamoring to get in, then we can think about scaling to online.
- If we were to spend 10% of our time now thinking about how the CSL content could be transferable – that could be a great thing; but don't invest in an entire new business line prematurely.
- Test our staff capacity to develop the online program.
- CSL Fellows program won't need bells and whistles in its online functionality on day one.
- The question should be – How does the Presidio Institute take its program online?
- After seeing some online programs emerge, there are two different extremes: Stanford's Entrepreneurship Corner (free podcasts), and Udacity type courses, for which biggest challenge is that the completion rates are generally pretty low.
- We need to think about how to compel individuals to complete our program. A few tactics associated with higher completion are;
  - Requiring payment for the course
  - Offering credentials
  - Group learning is also associated with higher completion – there is an accountability factor within a team atmosphere
- Once we do the CSL pilot we will know what resonates – the pilot will give us our 'greatest hits' that we can think about scaling.

- There is good information in the business model and compelling components like the coaching and project connectivity that we should explore during our research and development period.
- In closing, I'll note that there are some valuable pieces to pull from the work done on the portal so far.

### **Council Chair, Toby Rosenblatt Opened the Floor to Public Comments**

- *Public Comment*

While I have no particular expertise in this field, I am interested in this project. There are also many organizations at the Presidio that will have a lot of synergy with the Presidio Institute. I suggest reaching out to them. Other groups to include in the planning are the National Park Service, the National Parks and Conservation Association, the Environmental Protection Agency and others.

You have 10+ buildings here. The \$130-150 million that I have seen mentioned for fundraising seems unrealistic. This is a massive undertaking that may take multiple meetings to discuss. A new face to the public is needed.

### **Closing**

Fort Scott Council Chair, Toby Rosenblatt thanked the Council members and all in attendance, then closed the meeting.

**Fort Scott Council – Meeting Attendance**  
**January 28, 2014 San Francisco, CA**

<b>Council Members</b>	<b>Roll Call</b>
Toby Rosenblatt, Chair	Present
Karen Baker, Vice Chair	Present
Seth Barad	Present
AnnMaura Connolly	Present
Stephanie DiMarco	Present
Ernestine Fu	Present remotely via Skype
John Gomperts	Present
Sandra H. Hernández M.D.	Absent
Gloria Johnson-Cusack	Present
Major General Mike Myatt	Absent
Wendy Spencer	Present
Lester Strong	Present

<b>Staff Members</b>	
Kaira Esgate	Present
Sarah Locher	Present
Robert Menezes	Present
Craig Middleton	Present
David Smith	Present
Joshua Steinberger	Present
Linh Tran	Present
Aimee Vincent	Present

<b>Members of the Public</b>	<b>Comment</b>
Charles Gill	No comment
Don Green	Verbal comment in notes
Raymond Holland	No comment
Deborah Hornberger	No comment
Ken	No comment