

**Presidio Institute Advisory Council**  
**December 12, 2014**  
**1202 Ralston Avenue San Francisco, CA**  
**Meeting Notes**

**Opening of the Meeting**

- Toby Rosenblatt, Chair of the Council opened the meeting
- Aimee Vincent, Designated Federal Official called the roll of Council members
- David Smith introduced new Presidio Institute staff members; Anna Sanders, David Styers, Alison Gold, and Christian Brunner (intern)

**Welcome- Craig Middleton, Presidio Trust Executive Director**

The Presidio Trust Board of Directors has requested a 10-year plan for the Presidio Institute as a result of their participation in the Cross Sector CEO Roundtable on September 12. Today's discussion is the first round of conversation regarding the 10-year plan.

One of the goals of the Presidio Trust strategic plan is to promote service and leadership by driving change beyond the Presidio. To this end, the Presidio Institute offers leadership development programs and convenes events that equip and connect champions for change.

David Smith will present a very preliminary presentation on business and site strategy today. Please consider if the proposed plan is practical and focused. Does the plan focus on the right things? Can we make it really actionable?

**Business and Site Strategy Discussion – David Smith, Presidio Institute Managing Director**

(See Presentation Handout)

The Institute envisions a world in which leaders solve critical social challenges through cross sector collaboration. As a result of the work of the Institute, communities will confront complex challenges and achieve measurable positive results through cross sector leadership.

As part of this, the Institute is developing and exporting "The Presidio Approach". The value proposition for the Institute is that its cross sector approach supports community impact through three key strategies: leading teams, solving problems, and driving change. Examples were provided of "wicked problems" facing our nation (campus, Bay Area, nation, movement).

The Presidio Institute will focus on two main strategies: leadership development and convening/hosting events. As part of its convening strategy, the Institute will help facilitate a process to help communities solve specific problems, but that the actual solving of the problem will be left to the collaborative partners.

An overview was given for how the Fort Scott campus will be activated in 2024 to support the programs of Presidio Institute. This site will be the home for the movement.

## Council Member Discussion

### The Presidio Approach

- The movement that the Presidio Institute is trying to seed is cross sector leadership as an effective method for addressing community challenges. It is important to clarify that the Institute is about developing leaders, not about directly solving a series of problems.
- The current presentation should be refined to clarify that point. Right now, it implies that the Institute is working to solve the problems listed in the examples rather than equipping leaders to do so.
- Two core components:
  - Leadership Education – A leader will leave well prepared with the tools and methodology to solve problems cross-sectorally.
  - Convening- We will provide tools and methodology and support for groups to solve the problems they face.
- The cross sector approach to problem solving is the Institute's point of view. To this end, movement building will be critical to the success of the Institute. The focus of the Institute's work needs to be on leaders first and the problems they face second.
- The Institute should not assume that people understand cross sector leadership – cross sector leadership needs to be “sold” as an effective strategy. The work of the Institute will make it the new normal.
- Participants need the critical skills and critical perspectives from multiple sectors.
- Public policy should be viewed as a means to scale efforts, rather than an end of its own. Scaling is of particular interest to funders, and many funders are frustrated by the difficulty of scaling good ideas. If the Institute is able to develop a model that generates positive results related to scaling, then there will likely be strong interest from funders.

### Differentiation and Market

- There are key differences between the Institute and other like organizations. In particular, given its public stature and history, the Institute welcomes all people – it is not the provenance of elites alone as some other leadership centers position themselves.
- It should not be a place for just the wealthy or just executives, but accessible to those motivating change in communities.
- There is a significant market for training leaders beyond those that currently lead organizations. For example, online training for AmeriCorps members and volunteer managers could be extremely successful.
- A neutral place to convene and have a safe conversation.
- We may not need as many different offerings, but different price points will be needed for the various sectors, and we should focus on real people solving real problems.

### Evaluation and Impact

- How is the Institute evaluating its work to prove its value proposition?
- Data collection has begun with the initial set of pilot programs/initiatives.
- The case must be made to funders that equipping leaders is enough – that the Institute does not have to solve problems directly. If funders push back, then the Institute should identify metrics to track the community impact of leaders trained by the Institute.
- The impact is that more people are ‘unstuck’. Fifty people or organizations are less stuck and a select number will make measurable progress in their community.

- If we are successful, our participants will be the ones scaling solutions.
- Write up the projects of the first cohort as specific case studies.

#### Campus

- How will the Presidio Institute look in 10 years? How large of a campus footprint does the Institute really need?
- There is a great potential for lodging and dormitory housing. What options exist if plans such as the Presidio X-Change (programming designed for college students) does not generate traction amongst higher education partners?
- External investment for priorities such as the Presidio X-Change and the proposed events complex will be important in demonstrating external support to the Trust Board.
- The proposed business plan should present a set of measured contingencies so that if cross sector leadership does not pan out as envisioned, then the buildings and lodging could be repurposed for other compelling programmatic priorities of the Trust.
- The required Trust investment should be framed as seed money, not risk capital as buildings will only be refurbished as demand presents itself.
- Consider creative financing options beyond the Trust paying directly for each building. How can others invest?
- Lodging makes sense for this program but is also a very adaptable investment. The sequence you are presenting has a strong business case.
- The development will fit in the larger strategic vision for the Presidio Trust.

#### Program Updates

##### Cross Sector Leadership Fellows – Presidio Institute Managing Director, David Smith

The inaugural year of Cross Sector Leadership (CSL) Fellows program has concluded. The pilot of the program was a big and audacious goal. Fellows stated overwhelmingly that the program has had a positive impact on them. The pilot year provides a great foundation for moving forward, including ideas for improvement.

Several examples of Fellows projects and other successes were shared, including White House endorsement of a Fellow's project as well as one Fellow securing a \$12 million grant to deepen his work. Council members suggested that these examples be shared with the Presidio Trust Board and that one or more Fellows share their experiences with the Trust Board.

During a recent debrief session, five key themes emerged for future programs: 1) greater clarity on The Presidio Approach; 2) need to deepen work on cultural competencies and diversity; 3) evolving role of coaches and coaching; 4) role of Fellows projects – need to apply learnings to project; and, 5) create more space for Fellows to interact one another.

All anchor partners have expressed interest in hosting Fellows learning visits in the future. Institute staff is currently in the process of evaluating anchor partners for future inclusion in the program. Alumni activities for the first cohort of Fellows are already in development, including an alumni weekend before the kickoff of the next cohort in March 2015.

##### Online Portal - Presidio Institute Manager of Leadership Programs, Alison Gold

The development of the online leadership portal is kicking off. The portal will be prototyped in 2015. The development of the portal will be directed by NovoEd, an online education firm. Funding has been

secured from three foundations: American Express, Kresge, and Annie E. Casey. In addition, an offer has been extended for a portal project manager to join the Institute team at the start of the calendar year.

Reimagining Service - Presidio Institute Manager of Convenings, Kaira Esgate

As was discussed with the Council in August, Reimagining Service will be sunsetting its operations in January. The Reimagining Service Council recently held its final meeting at the Institute, and staff is in the process of completing remaining projects and developing a summary report that will be released in January. In addition, Points of Light has agreed to host the Reimagining Service website through 2016 to ensure ongoing access to the Reimagining Service resources.

Messaging and Communications

David Smith shared that feedback previously provided by the Council has been incorporated to the final communications framework developed by Bonfire Communications. The final framework will be presented to the Council at a future meeting.

**Closing the Meeting**

Toby Rosenblatt, Presidio Institute Advisory Council Chair thanked all of the attendees and closed the meeting.

**Presidio Institute Advisory Council – Meeting Attendance  
December 12, 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	Absent
Ernestine Fu	Absent
John Gomperts	Present
Kenneth Harbaugh	Present via Phone
Sandra H. Hernández M.D.	Absent
Tracy Hoover	Present
Gloria Johnson-Cusack	Absent
Wendy Spencer	Present
Lester Strong	Present – Via Video Call

<b>Presidio Trust Staff</b>	
Craig Middleton, Executive Director	Present

Genevieve Bantle	Present
Christen Brunner	Present
Kaira Esgate	Present
Alison Gold	Present
Sarah Locher	Present
Anna Sanders	Present
David Smith	Present
David Styers	Present
Aimee Vincent	Present

<b>Members of the Public</b>	<b>Comment</b>
Joe Pierce	No Comment