

# Scaling with Impact: The Encore Fellowships Network

GEO NATIONAL CONFERENCE  
March 14, 2012

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# Agenda

- I. Welcome Brian
- II. A brief overview Brian
- III. Quality and Growth Leslye
- IV. On the Ground Model Melissa
- V. Three groups– a way for us to learn
- VI. Surprises and Lessons

# What We Mean By Networks

Many  
definitions of  
networks

Common  
elements of  
effective  
networks

# What We Mean By Networks

A few  
common  
elements:

- Clarity of purpose
- Delivers valued outcomes to its members
- Trust and engagement
- Shared space and tools

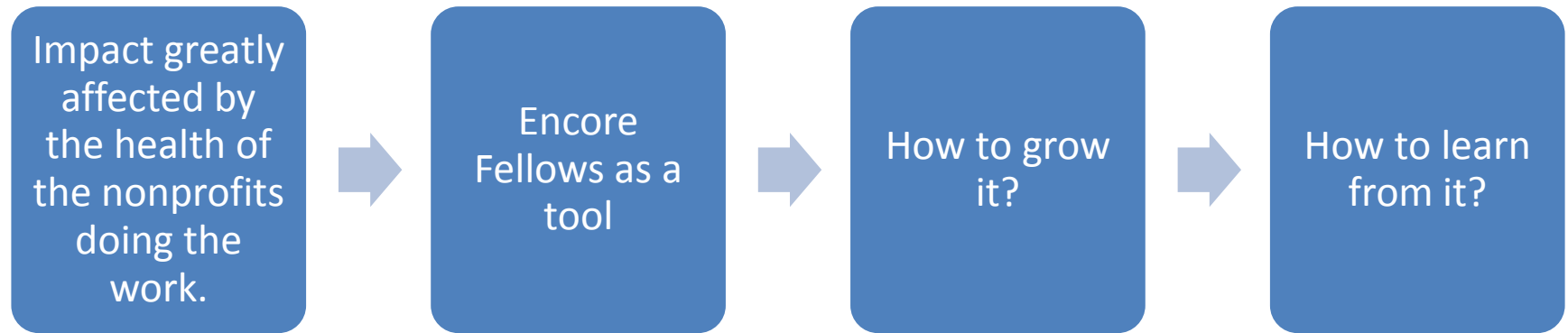
# Networks as a Way to Grow

In this case:  
a production  
network

“Fosters joint action  
for specialized  
outcomes by aligned  
people”\*

\*Peter Plastrik and Madeline Taylor, *Net Gains*

# Engagement with Encore Fellowships & Scaling with Impact



# What are Encore Fellows?

Encore Fellowships deliver new sources of talent to the task of solving critical social problems.



The fellows are experienced professionals at the end of their midlife careers, matched with nonprofit organizations in high-impact projects.



The fellowship typically lasts 12 months, half-time, in an embedded role with the work host. The fellow receives a stipend of ~\$25,000.



“Encore” demographics support a large-scale shift of talent across sectors of the type.

# Typical Encore Fellowship Roles

- Operations and Process Improvement
- Marketing and Communications
- Information Technology
- Project or Program Management
- Human Resources
- Financial Management
- Technical Specialists
- Development
- Strategic Planning





# How to scale a promising program?

A very successful 2009 Encore Fellows program pilot and a 2010 replication year amply demonstrated the program worked well. There was plenty of room for growth, impact, and innovation.

The pilot creator, Civic Ventures, did not want to operate a large program itself or grow its organizational size, but could see that the growth would not happen on its own.

What should Civic Ventures do to scale Encore Fellows?



# Strategy

Create a **production network** to extend the Encore Fellows mission nationally

- as quickly as possible
- with high quality implementation
- with minimal investment, central operating costs and structure

# The Encore Fellowships Network

**The Mission:** make it as easy as possible for independent organizations to start, sponsor and operate effective Encore Fellows programs.

The EFN **production network acts collectively with a common mission** to bring Encore Fellows to the nonprofit talent market across the US.

The programs are funded, organized and operated by **autonomous organizations working together**, coordinated by a small central hub operated by Civic Ventures.

The evolution of  
**The Encore Fellowships Network**  
2009-2012

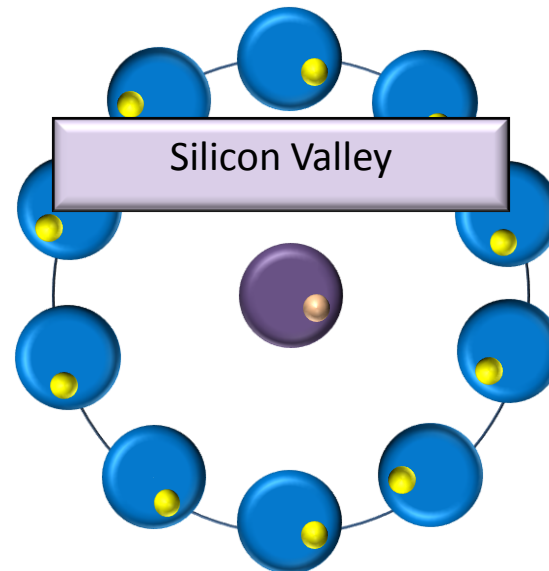
# 2009 PILOT

**1 program pilot**  
10 fellows  
9 nonprofits  
2 funders  
1 program operator  
1 program designer

*2 funders*



*single  
program*



*10 fellows  
& work  
hosts*

# 2010

## REPEAT, AND SEED THE NETWORK

**1 program**

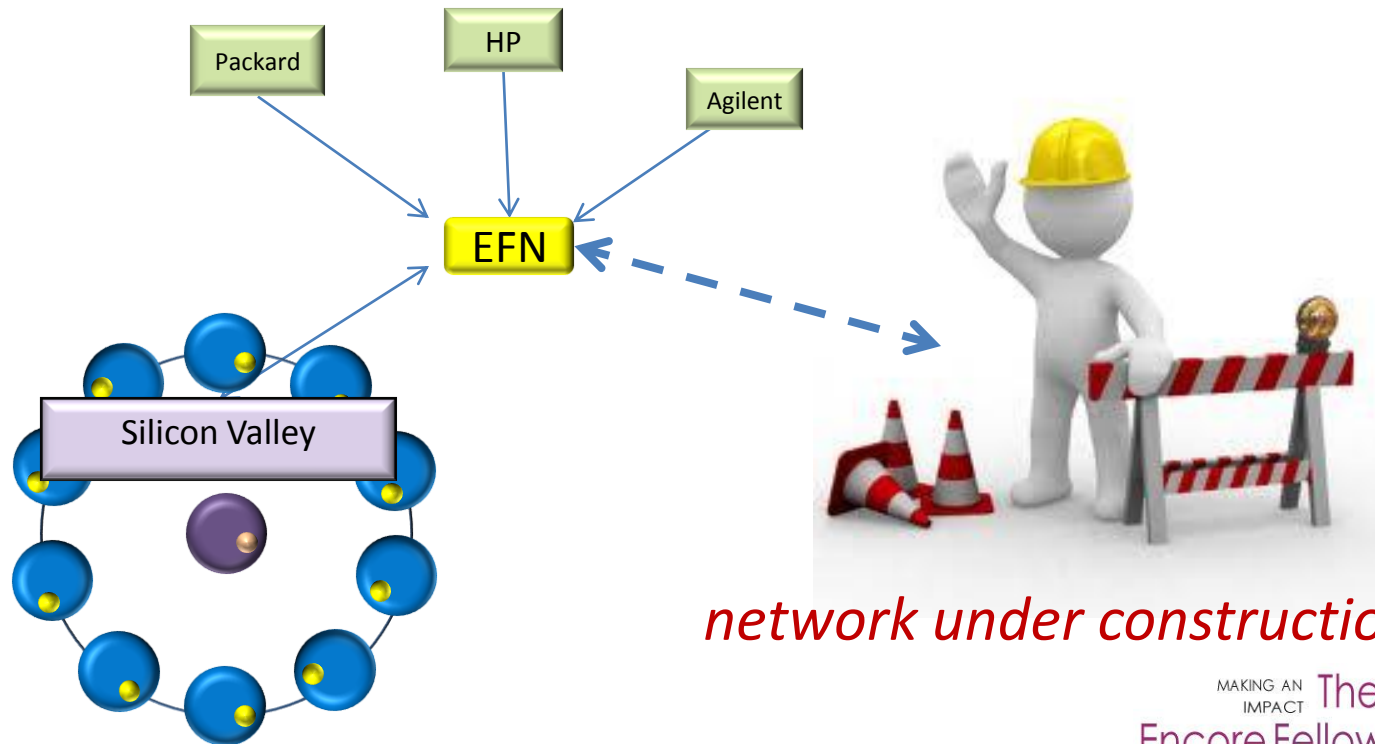
10 fellows

9 nonprofits

3 funders + 9 paying nonprofits

1 program operator

**1 hub and early nw affiliates**



*network under construction*

MAKING AN  
IMPACT The  
Encore Fellowships  
Network<sup>SM</sup> POWERED BY  
CIVIC VENTURES

# 2011 EARLY GROWTH

10 programs

10 program operators

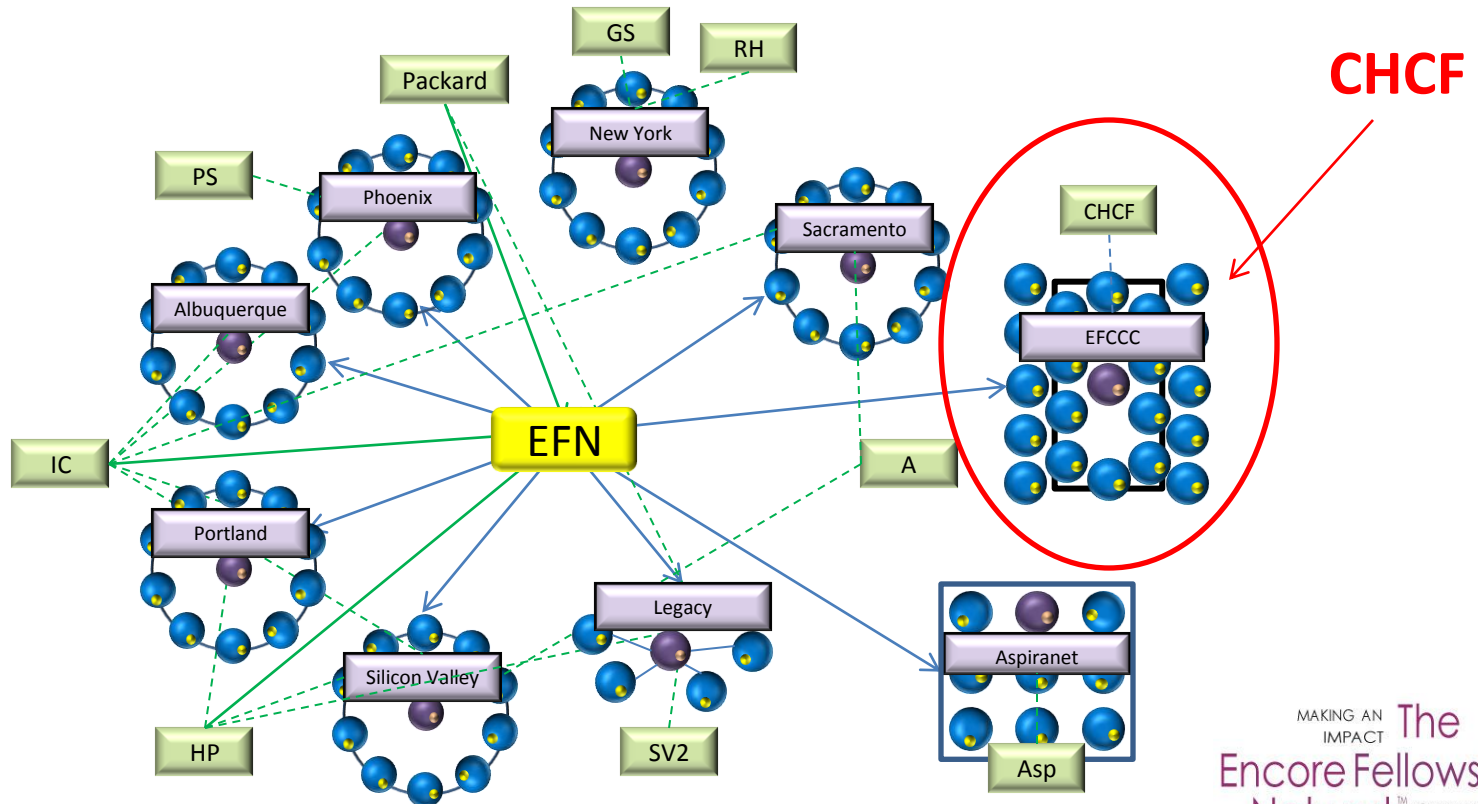
80 fellows

1000s of fellow applicants

100s of nonprofit applicants

20 funders and 90 paying nonprofits

1 hub



# National Expansion of Encore Fellow Programs (2011)

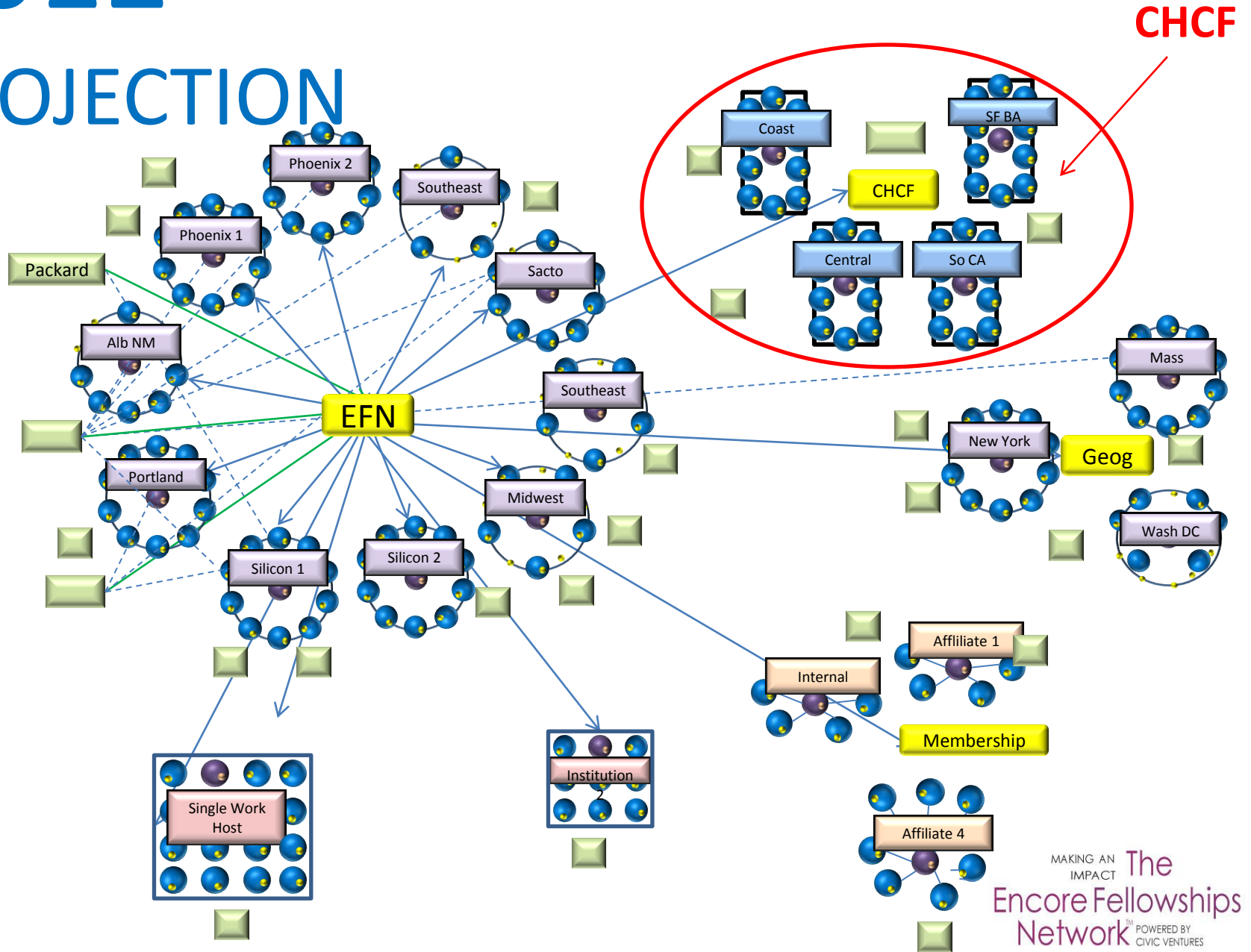


**The model has resulted in high quality,  
tenfold growth in 18 months.**



# 2012

# PROJECTION



# California HealthCare Foundation

## Encore Fellows Model

- Supporting 16 fellows in community clinics focused on process improvement and financial health work.
- Operating the program to test, then move to support
- Funding includes:
  - project operation
  - shared fellow stipend costs
  - outside evaluation
  - sustainability plan development



# A few of the 2011 CHCF Encore Fellows



Curry Senior Center  
**Strategic Plan**



Ravenswood Family Health Center  
**IT Project Management**



Central Valley Health Network  
**Strategic Planning**



Community Health Clinic Ole  
**Human Resources**



Native American Health Center  
**Organizational Redesign**



La Clinica de La Raza  
**Finance and Billing Systems**



San Francisco Community Clinic Consortium  
**Group Purchasing**



West County Health Centers  
**Process Improvement**



# What's working



- EFN Network infrastructure  
*Rapid/high quality*
- A successful collaboration  
*Each brings their own strength*
- Alignment  
*Agendas work together*
- Impact  
*Early evaluation findings strong*



# On the Ground Challenges



- Adaptability  
*Need to “tweak”*
- It takes time  
*Still requires significant buy-in*
- Where’s the sweet spot?  
*Quality vs. quantity*



# Learnings

1. A production network can be a powerful model for scaling impact.
2. Manage the network for quality AND growth, maintain standards AND cultivate innovation and learning
  - Flexibility is important; constant learning/feedback within program and network
3. Actively work to ensure members are aligned and committed to shared goals and outcomes.
  - Network model requires clarity of goals for each partner organization
  - Importance of understanding there is no competition between the agendas – network partners/willingness to share

# Learnings

4. Be deliberate in network planning, goals and processes.
5. “Lead, then cede” as the network evolves.
6. Build in sustainability strategies from the beginning.
  - CHCF direct involvement increases understanding of needs for next phase of program and scaling

# Resources

- The David and Lucile Packard Foundation  
<http://packard-foundation-oe.wikispaces.com/>  
<http://www.packard.org/>
- Encore Fellows in California Community Clinics  
<http://www.ef-ccc.org>
- California HealthCare Foundation  
[www.chcf.org](http://www.chcf.org)
- Civic Ventures Encore Fellowships Network  
[encore.org/fellowships](http://encore.org/fellowships)
- EFN Scaling Case Study (to be published March, 2012)  
[encore.org/fellowships](http://encore.org/fellowships)



# Small Group Sessions

(rotating sessions, 15 minutes each)

## Group 1 – Brian

What type of networks do you fund already, or how might you fund them?  
What other examples do you have, from your own work or the field, of networks as a form of scaling?

## Group 2 - Leslye

How might nonprofits assess whether a network model might be right for them? What role can evaluation tools and a learning community play in promoting quality and growth?

## Group 3 – Melissa

How might you use the Encore Fellows program in your work? Can Encore Fellows increase your impact? Do you think Encore Fellows might help increase the capacity or impact of your grantees?