

Celebrating 20 Years of the Annie E. Casey
Foundation's Children and Family Fellowship



**leaders for
a lifetime**

THE FELLOWSHIP:
in their words



When we entered the Fellowship we thought it would sustain our work, but in the end, for many of us, it has also sustained our lives.¹

THROUGH THE FELLOWSHIP, I GAINED DEEP AND SPECIAL RELATIONSHIPS WITH INDIVIDUALS WHO SHARED MY PASSION FOR THE WORK AND A SUSTAINED CONNECTION TO AN INSTITUTION THAT HAS STOOD WITH ME WHEN I NEEDED SUPPORT, GUIDANCE, CONNECTIONS AND RESOURCES TO PURSUE OUR SHARED GOAL OF BETTER LIFE CHANCES FOR DISADVANTAGED FAMILIES, YOUTH AND CHILDREN.²

The most important way that the Fellowship helped me was to deepen my thinking and understanding about “results.” My experience as a Fellow, and all that I learned, also prepared me to be a servant leader and to lead with courage.³

THE FELLOWSHIP WAS A SMORGASBORD OF LEARNING THAT’S IMPACTED EVERYTHING I’VE DONE SINCE.⁴ The most powerful benefit from the Fellowship has been the support system, staying connected and renewed.⁵

THE FELLOWSHIP EXPERIENCE HAS MADE ME A MORE POLISHED PROFESSIONAL, A STAUNCHER ADVOCATE FOR CHILDREN AND A MORE RESPECTED LEADER IN THE COMMUNITY.⁶ The Casey Fellowship allowed me the luxury of a space dedicated to reflection of my career and my feelings toward my work, and the opportunity to grow within that context.⁷

THE CONNECTION AMONG FELLOWS FROM DIFFERENT CLASSES AND THE ABILITY TO REACH OUT TO EACH OTHER WHEN NEEDED HAS BEEN A POWERFUL BENEFIT.⁸

I gained a deeper understanding of how race impacts our experience and became more self-aware and organizationally cognizant of the need to acknowledge and address race perspectives in the workplace, service environment and community.⁹

FOR ME, THE FELLOWSHIP WAS UTTERLY TRANSFORMATIVE. THE FELLOWSHIP AFFORDED ME THE OPPORTUNITY TO STEP UP TO A NATIONAL STAGE, GIVING ME EXPOSURE TO A NEW WORLD OF POSSIBILITIES.¹⁰

The ability to look inward at my own demons and have the tools to deal with them was a gift from the Fellowship.¹¹

THE MOST POWERFUL ASPECT OF THE FELLOWSHIP WAS THE LEARNING AND EXCELLENT COACHING ON HOW I NEEDED TO BLEND MY PERSON, ROLE AND SYSTEM TO MAXIMIZE MY EFFORTS FOR FAMILIES AND CHILDREN INSTEAD OF KEEPING ALL OF MY EFFORTS SEPARATE. THIS HAS ENHANCED MY LIFE TREMENDOUSLY AND IS ENRICHING MY WORK.¹²

ABOUT THE ANNIE E. CASEY FOUNDATION

The Annie E. Casey Foundation is a private philanthropy that creates a brighter future for the nation's children by developing solutions to strengthen families, build paths to economic opportunity and transform struggling communities into safer and healthier places to live, work and grow. For more information, visit www.aacf.org.

ABOUT THE CHILDREN AND FAMILY FELLOWSHIP

Two decades ago, the Annie E. Casey Foundation recognized that without strong leadership, investments in programs and system reform initiatives alone were insufficient to accelerate measurable and lasting improvements in child and family well-being.

Acting on this conviction, the Foundation developed the Children and Family Fellowship, today a 20-month executive leadership program for accomplished professionals. The Foundation's unique approach to leadership development — results-based leadership — stems from a belief that results-driven leaders are vital to achieving measurable and lasting improvements in child and family well-being. The Fellowship explicitly strives to increase the pool of diverse, visionary leaders with the confidence and competence to lead and sustain major system reforms and community change initiatives that benefit large numbers of children and families.

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building leaders, speeding change

Since its founding, the Annie E. Casey Foundation's Children and Family Fellowship (and later its Network) has been intensely focused both on the present and the future. During the Fellowship experience, Fellows are very much in the here and now — forming and completing individual learning plans, co-designing seminars and applying their knowledge in real time to challenges in their home agencies. These intensive activities are at the same time very much focused on the future, a future where Fellows have ever greater impact; a future where Fellows, their organizations, systems and communities “turn curves” and achieve results for children and families.

In 2013, the Fellowship is once again deep in the present, engaging its latest cohort of Fellows in a transformative 20-month leadership development process. But 2013 is also the 20th anniversary of the inaugural Fellowship class and thus it is a moment to reflect on the past, however briefly, and celebrate. During the past two decades, the Fellowship and its Fellowship Network have been dynamic forces at Casey and in public systems and communities around the country, nurturing a unique cadre of leaders willing and able to do the hard and necessary work of improving outcomes for children and families.

The 93 alumni and 16 current Fellows are in key positions around the country, many leading major change initiatives with a characteristic boldness and breadth of vision. If past performance is any indication, we can expect at least two things. First, they will continue in this work. As folks often say, “once a Fellow, always a Fellow.” Indeed, all of the Fellows have remained committed to the broader work through and following their Fellowship experience. Second, we can expect that many will advance along career trajectories and leadership positions generating greater impact, influence and leverage.

“The Fellowship has always been a powerful catalyst for measurable improvements in child and family well-being,” says Patrick McCarthy, president and CEO of the Annie E. Casey Foundation. “By giving these talented leaders guidance, tools and learning opportunities tailored specifically to their goals, we can extend their reach and accelerate their ability to deliver meaningful results.”

As we pause to take some justifiable pride in these accomplishments, the Annie E. Casey Foundation remains deeply committed to the Fellows, the Fellowship and the Network. Great organizations in all sectors invest in their people, a lesson the Foundation learned from Jim Casey, the founder of UPS who started the Foundation with his siblings. Today, the 20-year investment in the Children and Family Fellowship continues to generate impressive dividends. The Fellows continue to take up their leadership in inspiring ways. The leadership insights into the use of self; on race, class and power; and the ever-deepening commitment to Results-Based Accountability have in turn enriched the Foundation, enhancing our ability to find and build leaders throughout the sector with the self-awareness, skills and confidence to drive large-scale change on behalf of children and families.

on your mark...the fellowship gets started

During the 1980s, as it supported its first wave of large-scale investments on behalf of children and families, the Foundation recognized that expanding the pool of effective human services leaders was critical to ensuring the success of these initiatives.

“We came out of the box with system reform and other city-based projects with ambitious frameworks to improve child welfare, juvenile justice, public education,” recalls Doug Nelson, Casey’s president and CEO at the time. “We were confident about the general direction of our recommendations, generous with our resources, but as we watched the progress in different places, it became apparent that one of the determinants of success [was] the quality of leadership in key positions. Where that was weak, the experience of those people too narrow, their skill sets too limited, all of the outside investment was compromised.”

Nelson tasked Casey Director Ira Cutler and Program Associate Cheryl Casciani with investigating a response. Initial research revealed that there were precious few programs devoted to fostering leaders in the fields Casey cared most about. Also, the then-dominant paradigm favored short-term, relatively “low expectations” programs that seemed inadequate to the task of building needed leadership capacity to guide big change efforts.

After considerable deliberation, the Foundation decided to create the Children and Family Fellowship, a full-time, one-year residential experience that would require Fellows to step away from their current positions. The idea had important early champions that included members of the Casey Board of Trustees, particularly Joe Moderow and Lea Soupata. “As an HR person, [I knew] leadership is really the key to the success of an organization, so I was intrigued by how we could apply leadership techniques to nonprofits,” says Soupata, formerly head of Human Resources for UPS. As Moderow, formerly senior vice president and general counsel of UPS, explains, “When we did the postmortem [on a project], it always came back to who were the leaders and what kind of passion do they have and what kind of dedication do they have? So that became the centerpiece of the Fellowship program. We wanted to develop leaders.”

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IN THEIR WORDS



HEIDI MCINTOSH (Class 8)

The most powerful aspect of the Fellowship for me is the love, support and connection I have with my Fellows. By far the most powerful thing I have ever experienced, and it has been life-changing.

PEGGY MAINOR (Class 4)

My Fellowship placements took my career in a completely new direction.

The resulting “high expectations” model, as Casciani describes it, would create the time and space for a kind of transformative, quantum leadership “leap,” enabling Fellows in turn to step into roles of significantly greater responsibility in major change initiatives following their Fellowship experience.

A Focus on Reflective Practice

After a rigorous search for a content development partner, the Foundation chose Ellen Schall, former New York City Commissioner of Juvenile Justice, then professor of health policy and management (and later dean) at the NYU Wagner School of Public Service, to work with Casciani to design the nuts and bolts of the Fellowship. “We spent a year traveling around the country, asking questions about why major change initiatives, led by good people with good intentions, went off the rails,” says Schall.

A provocative insight, reflects Schall, was that while leaders benefited from cutting-edge technical guidance (e.g., how to access new funding streams), what ultimately determined their success (and failure) was their ability to manage themselves effectively, especially across boundaries of difference including race and class, as well as their capacity to reimagine the organizations and systems in which they operated. Thus, reflective practice and use of self as an agent of change were deemed critical to the leadership that Casey’s complex initiatives required. All of this preparation informed the Fellowship’s structure and approach and, in 1993, the Foundation selected the inaugural class of Fellows. An intensive, multistep nominating process identified leaders from communities around the country and particularly in places where Casey programs operated. As they do today, Fellows developed individual learning plans, articulating a theory of change for their leadership objectives and a set of activities that would help them assess that theory and build their perspective. They co-designed multiday, group seminars focused on leadership at four levels — the individual, organization, system and society. And they spent time both at the Foundation in residence and in field placements, where they connected to Casey ideas and people and pursued new knowledge and expanded their professional networks.



THERESA MAYBERRY (Class 5)

The Network experience has provided a cocoon to relax, become exposed to new thoughts and methods, and feel safe. I know within the Network there are resources (intellectual, social

and yes, at times, psychological) that I can rely on, no matter the time or space. Its sheer dependability has the greatest impact, I think.

MITCHELL SALAZAR (Class 4)

To be part of an ongoing Fellowship and learning laboratory is a once-in-a-lifetime experience for me.

The Fellowship felt successful almost immediately, says Nelson. “Fellows said they felt stronger, more confident, more able to take on the work that they had been doing or aspired to do. Pretty much from the beginning, it was too good to fail.”

Six classes participated in the residential program through 2003, after which the Fellowship evolved into an 18- and now its current 20-month nonresidential form. Lynne White took over for Casciani, who had managed the first two cohorts, to lead Class 3; and in 1999, Donna Stark, now vice president for Talent and Leadership Development, stepped in to serve as the Fellowship’s first director.

Early Returns

A 2007 survey of those early classes found that nearly one-quarter of the Fellows were directing nonprofits or foundations that serve children and families, and more than 15 percent were running big-city or state social services agencies, managing budgets as large as \$2 billion and hundreds of staff members. Others were heading public policy institutes, leading departments of human services or serving as consultants to nonprofits and public agencies.

The survey also found Fellows’ leadership clustered around a variety of issues and results, notably foster care (20 percent), juvenile justice (9 percent) and early care and education (15 percent). Other Fellows were helping more children gain access to quality health care; reducing the number of young people involved with drugs; and making acceptable, affordable housing available to more low-income families.

Career trajectories steepened following the Fellowship, and the experience for many was profound, even life-changing. “The Fellowship has been transformative for me, certainly professionally, but the change is even greater on a personal level,” says Dennis Campa (Class 3), now associate director for Policy Reform and Advocacy at Casey. “I went in wanting to learn more about content. I came out even more passionate, with more drive and vision, more reflective about my own practice as a leader.”

TRENNY STOVALL (Class 8)

The most powerful aspect of my Fellowship was my introspection — looking at myself critically, compassionately and without filters.

DENNIS CAMPA (Class 3)

The leadership journey began with my own redevelopment focused on results.

VALERIE RUSSO (Class 6)

A powerful aspect was being out of my comfort zone — leaving a job I was good at and a place where I was well known and shifting to a situation where I felt a sense of dislocation.

alumni forever: the fellowship network



In 1997, members of the first three Fellowship classes gathered in New York to discuss forming an alumni network. It was only in retrospect that this meeting became known as the first “Annual Gathering” of the Fellows Network.

Beginning with the first class in 1993, the Fellows had expressed a strong desire to find a way to work collectively beyond the Fellowship experience to improve outcomes for children and families. In October 1997, that dream became a reality when the Foundation agreed to invest in supporting a Fellows Network as a two-year pilot program, with Kim McGaughey (Class 1) — who had already been working for two years to shepherd the group into existence — serving as the first chair.

The new Network framed several strategies for its work, which continue today, namely to:

- Implement an effective infrastructure for Fellows to lead and manage its activities through the Network Steering Committee;
- Convene annual gatherings of all Fellows to provide a strong support and education network for leaders taking risks as they challenge and transform systems;
- Provide at least one professional development activity annually to build the knowledge base and leadership capacity of Fellows;
- Establish a small grants program to provide concrete support to Fellows as leaders in transforming systems and impacting the field;
- Facilitate ways for Fellows to serve as resources to each other, to the current Fellowship class and to the Foundation;
- Support ongoing communication among Fellows through technology and a website; and
- Pursue collaboration with alumni of other leadership development programs to broaden and strengthen Fellows’ networks.

It took leadership and perseverance from key Fellows in the first three classes to convince the Foundation to support an alumni network. They had to overcome initial skepticism concerning whether the Fellows would take leadership of the group and fully participate in it. Senior Vice

MYRIAM MONSALVE-SERNA
(Class 5) One of the most powerful activities of the Fellowship was the A.K. Rice Institute. The Institute allowed me to reflect on the dynamics of power and authority and how

they intersect with issues of race and ethnicity. This led to further reflection on discrimination, prejudices and stereotypes and the impact of these issues on my experience as an immigrant.



President Ralph Smith and then-Director for Talent and Leadership Development Donna Stark championed the Network within the Foundation.

“We’re very appreciative of our partnership with the Foundation. They took a risk to support us and fully engage with us,” McGaughey says. “We have given a lot, but they have given us a huge commitment and invested in us in return.”

Any doubts about whether the Fellows would step up to make the Network a success quickly evaporated. This summer’s 20th anniversary celebration marks the 16th Annual Gathering. Additionally, the Network has hosted 15 leadership development workshops across the nation, tackling tough topics of interest and benefit to all of the Fellows committed to catalyzing real change in their communities. The workshops have included *Leadership Challenges and Opportunities in Partnering with Faith-Based Organizations* (2000, Baltimore), *Developing the Next Generation of Leaders* (2004, San Francisco), *Leadership in the Face of Adversity: Leading Across Systems to Serve Children, Youth and Families* (2008, New Orleans) and *Scaling for Impact* (2011, Austin, Texas).

The small grants program envisioned in the original goals has also had a big impact. From 1999 to 2009, the mini-grant program made 96 grants to 40 Fellows, totaling more than \$2.2 million. The program, which in 2009 was repositioned as “Innovation Grants” following an intensive review, has grown from \$32,000 the first year to as much as \$300,000 in some years, with individual grants limited to a \$30,000 maximum. Since 2009, an additional 34 Innovation Grants have been made to 27 Fellows, totaling \$876,495.

Other ongoing funding for Fellows includes Collaborative Grants, which support work between two or more Fellows or between Fellows and other professionals in related networks. In one successful 2012 program, a group of four Fellows collaborated with staff from the Center for the Study of Social Policy and other key stakeholders to improve representation for birth parents in the court process. The goal was to reduce the number of children placed in foster care and the amount of time spent in foster care. Another group of Casey Fellows forged an alliance with a group of Kellogg Foundation Fellows to organize “Youth Begins

SANDRA GASCA-GONZALEZ
(Class 8) I've ended up in places in my career that I never thought I would.

MARIAN URQUILLA (Class 7)
Going from a group of strangers to a tight, supportive and mutually reinforcing cluster was extraordinary.

A LEGACY OF LEADERSHIP

The following Fellows have served as chair of the Fellows Network:

1995–99* Kim McGaughey (Class 1)

2000–01 Brenda Donald (Class 2)

2002–03 Lawrence Murray (Class 1)

2004–05 Yolie Flores (Class 1) [BJ Walker (Class 1) served as co-chair with Flores through the summer of 2004]

2006–07 Molly McGrath Tierney (Class 5)

2008–10** Janet Carter (Class 6)

2011–13 Steven McCullough (Class 7)

*Unofficial chair

**Chair's term extended to three years

with YOU,” a youth leadership support program aimed at devising better public messages, creating a social marketing campaign and improving the image and perceptions of youth. “With a little bit of money,” McGaughey says, “the mini-grant program has helped Fellows do amazing things in a community, leverage a lot of resources, and [it has] helped the Foundation have the Casey name connected to that community change in innovative and creative ways.” Steven McCullough (Class 7), current chair of the Fellows Network and vice president of Community Partnerships for the Greater Chicago Food Depository, notes that grants are also available for executive coaching for Fellows who are changing roles or careers, as well as those facing critical situations in their organization.

The grants program, the executive coaching and the Network have been instrumental in sustaining Fellows throughout their careers. “These kinds of supports are what help Fellows stay in this work,” McCullough says. “They have big payoffs in terms of shoring up Fellows’ commitment to do the hard work that ultimately benefits kids and families.”



LAWRENCE MURRAY (Class 1)

The Fellowship was the first time I'd been “in school” for 16 years and it was a wonderful academy.

VINODH KUTTY (Class 7)

I treasure my relationship with all the Fellows in my class but some will be friends for life.

RYAN CHAO (Class 8)

The most powerful aspect of the Fellowship is simply the amount of focused time spent with a collection of dynamic, dedicated peers.

mid-course: the fellowship and network evolve

The original decision to make the Fellowship a full-time, one-year residential experience proved transformational for those who went through the program from 1993 to 2007. As Jo-Anne Henry (Class 6), says, “It was a great time to step back and then move ahead and ultimately to take on positions of increasing responsibility.”

One of her classmates, Janet Carter, notes the immersive experience helped broaden her vision. “In your work environment, you have so much to do just working on a single issue, you don’t have the opportunity to cross-fertilize your thinking,” she says.

However, professional and personal considerations made it difficult, and sometimes impossible, for some prospective applicants to spend a year of their lives away from home, family and community. So starting with Class 7, the Foundation transitioned the Fellowship from a one-year residential model to an 18-month (now 20-month) executive leadership program grounded firmly in results-based leadership.

“The Foundation decided to modify the Fellowship so that participants could keep their jobs and also put their new knowledge to work right away,” recalls Stark, who was director of Leadership Development at the time and helped redesign the program. The change opened the door to career-enhancing growth and lifelong connections to the Foundation and its networks for those who were unable to take a year away, including many who had young families or other obligations that made a residential year unsustainable.

The broader goal of the Fellowship — to increase the capacity of leaders to improve outcomes for America’s vulnerable families — did not change. But the approach did. Balancing the demands of their current positions, Fellows now participate in a series of leadership opportunities that include peer consultations and individual coaching. They travel to 10, four- to five-day seminars at Casey and around the country.

A major benefit of this new structure has been the opportunity for Fellows to take the lessons from these Fellowship activities and apply them in real time in their home organizations and other leadership venues. In turn, they can take their experiences on the ground and further enrich subsequent seminars.

TRINE BECH (Class 2)

The Fellowship experience created a bond with the Fellows, which allows for sharing and problem solving that I have not found to be available in any other context.

STEVEN MCCULLOUGH (Class 7)

I have so much to learn and experience just being around the Fellows. It is humbling, challenging, inspiring and exciting all at the same time.

JO-ANNE HENRY (Class 6)

My last two agency directors and commissioners were/are Fellows, so that’s clearly the biggest benefit so far.

Creating Results-Driven Leaders

At the core of the current Fellowship program is the Foundation's conviction that results-driven leaders are vital to achieving measurable and lasting improvements in child and family well-being. The Fellowship is now centered on five core competencies that equip leaders to make changes intended to produce results:

- Being results-based and data-driven, using Results-Based Accountability as their approach to taking aligned actions to move a results agenda for a population;
- Working to close the racial, class, cultural and other disparities in outcomes that exist for vulnerable populations;
- Viewing themselves as change agents, believing that individual leaders are capable of being catalysts for positive change, regardless of what positions they hold within their organizations;
- Mastering adaptive leadership skills that will help them bring about lasting change through shifts in stakeholder values, beliefs, habits, attitudes and behaviors; and
- Collaborating with others, understanding that the ability to make group decisions and take collective action enables leaders to achieve results together.

Like the Fellowship, the Network also continued to evolve and grow. Following a Foundation-wide strategic program review and planning process in 2008, the Fellows Network embarked on a comprehensive review of the mini-grants program.

The Fellowship Network also plays a meaningful role in accelerating results, by according Fellows a rare and supportive forum for advice, resource sharing and, sometimes, partnership. "The professional development that I receive annually through the Network is unmatched," says Tyronda Minter (Class 7).

RESULTS-BASED, DATA-DRIVEN LEADERS

The fundamentals of the Results-Based Accountability system include:

- Identifying a result, which is a desired outcome or goal stated plainly and clearly, such as "children are ready for school."
- Choosing an indicator, a measure that represents progress on the result. For example, data from assessments of readiness for school can help determine whether children entered kindergarten ready to learn.
- Outlining a strategy, a collection of actions implemented with urgency, that has a well-reasoned chance of accelerating the achievement of the desired result.

JEFF EDMONDSON (Class 8)

The race, class, culture discussions gave me a clear understanding of power dynamics in our society. It has been with me ever since.

NORMAN YEE (Class 5)

If you need to recharge and figure things out, the Fellowship and Network can be a big help.



accelerating results

In its first two decades, the Fellowship has done much to equip rising leaders with the skills and confidence to move “from talk to action” in improving outcomes for children and families. “The Fellowship has helped me dream bigger, and gives me access to the people and resources that allowed me to see the path to make those dreams come true,” says David Jackson (Class 8).

Many of the initial goals that shaped the Fellowship have remained constant. Over time, however, the means of building leadership capacity has evolved markedly. Most notably, today this approach features a more intentional focus on setting and achieving specific, quantifiable goals, the model known as results-based leadership.

The evolution toward results-based leadership has been gradual over the 20 years of the Fellowship, but a turning point occurred with Class 4, when consultant Mark Friedman’s concept of Results-Based Accountability was embedded into the curriculum. Friedman’s initial work, refined over time by Fellowship faculty member Jolie Bain Pillsbury, brought to the Fellowship a method for using data to drive decisions that lead to improved outcomes for children. Over time, these ideas were gradually assimilated into a broader package of leadership skills and competencies known as results-based leadership, the framework that informs the Fellowship experience today. Results-based leadership helps leaders increase their effectiveness by using data to inform and assess measurable improvements, seeing themselves as change agents, consciously working to close disparities and expanding their ability to adapt and collaborate.

Many Fellows report that the experience of internalizing results-based leadership is a profound one. “The systems approach to change, tied to measuring results using a different, more meaningful approach, was the most powerful and influential on my personal and professional development,” recalls Monica Villalta (Class 6). Daniel Cardinali (Class 7) observes, “The Fellowship helped me see results, not as an end in themselves, but as a means of promoting change.”

The efforts of Alice Shobe (Class 7) offer an excellent case in point. As executive director of Building Changes in Seattle, Washington, Shobe is working toward a specific and ambitious goal: reducing homelessness by half by the year 2020 in King, Pierce and Snohomish counties. Drawing on her Fellowship experience, she has trained

SAMPLE RESULTS ACHIEVED BY FELLOWS

Chet Hewitt, as director of the Alameda County Department of Social Services, lowered the number of youth coming into the child welfare system by 40 percent.

Douglas Ammar, as executive director of the Georgia Justice Project, reported that clients’ recidivism rate is less than one-third of the national rate.

Alice Shobe, now executive director of Building Changes, reported that more than half the formerly homeless people receiving supports from her organization became employed within 12 months.

Daniel Cardinali, as president of Communities In Schools (a national nonprofit organization that served 1.3 million children during the 2008–09 school year), reported 97 percent of students monitored as potential dropouts remained in school.

her entire staff in Results Based Facilitation, another tool of the Fellowship developed by Pillsbury, which helps move groups from simply talking about change to actually taking aligned actions that lead to improved outcomes. Shobe used a Casey Innovation Grant to implement Results Based Facilitation to speed systems change, and emphasized the importance of data and evaluation for continuous improvement in their work. Her approach includes helping funders and nonprofits align their goals and efforts. “I have added Results Based Facilitation to my repertoire of skills to help groups have productive meetings that get results,” Shobe says. “What is required is a fundamental change in the way we work together.”

Yolie Flores (Class 1) would agree. A consultant, former member of the Los Angeles United School District Board of Education and former CEO of the nonprofit Communities for Teaching Excellence, Flores championed reforms to hold school systems accountable for providing a quality education to all children. “The results and accountability orientation and ongoing coaching from Casey colleagues helped me lead with intention and conviction,” Flores says. “Because of my Fellowship experience, I could speak with greater clarity about what we’re accountable for (kids reading at grade level, kids graduating, kids going on to college or a career) and not confuse this with programs, process and politics.”

Another Fellow achieving remarkable results is Molly McGrath Tierney (Class 5), director of the Baltimore City Department of Social Services, a \$650 million agency which oversees 60 percent of the children in Maryland’s child welfare system. “Casey’s investment in me has had a tremendous impact,” says McGrath Tierney, who has steeped her staff in Results-Based Accountability. “I know what a difference it made to me. Part of my job is to invest in the people around me.”

The depth of the Network was another factor in McGrath Tierney’s success, particularly the paradigm shift she experienced working for mentor Brenda Donald (Class 2), who hired McGrath Tierney while serving as secretary of the Maryland Department of Human Resources.

McGrath Tierney’s leadership has reaped formidable results in Baltimore City: between 2008 and 2012, the share of children in foster care dropped by 48 percent, children placed in group homes plummeted by 82 percent and the number of children with permanent families rose 47 percent.



MICHAEL SUNTAG (Class 1)

The experience gave me the confidence to take risks in my career and to feel that I could achieve progress wherever I would land.

FRANCES KUNREUTHER (Class 3)

The Fellowship gave me time to reflect, exposure to new opportunities and a place to go for a year with pay where I experienced intensive learning.

influence at casey and beyond

As Casey's signature leadership project, the Fellowship has also come to serve as a learning laboratory for the Foundation. Even early on, the Foundation recognized that the Fellows provided something special. The Fellows' fresh and inquisitive perspective on the Foundation and its work, recalls Doug Nelson, helped the Foundation "learn an immense amount from their questions and their curiosity. It turned out to be much more of a reciprocal learning experience than we had originally conceived. It really strengthened the Foundation. Three years [after the Fellowship started], we were much smarter on a whole series of topics than we had been."

The Foundation benefited from the Fellowship in even more direct ways, as well. Initially, the Foundation formally resisted hiring Fellows, preferring to see them placed in state and community initiatives externally. Over the years, however, the Foundation reversed course and recruited, as Donna Stark notes, an "exceptionally talented group of Fellows who have truly enriched our work." In addition to several Fellows who were or are consultants to the Foundation, Brenda Donald (Class 2), Michael Laracy (Class 1), Dennis Campa (Class 3), Teresa Markowitz (Class 5), Abel Ortiz (Class 4), Rafael Lopez (Class 7) and Ryan Chao (Class 8) have been or continue to be key players on the Foundation's team.

Driving an Interest in Results

As its signature leadership development program, the Fellowship has also become a place to hone the Foundation's interest in measuring and getting results. "It was an unintended consequence," says Stark, "but the Fellowship has become a laboratory and incubator for all of our leadership programs." The lessons of results-based leadership, first developed with the Fellows, now infuse the leadership development work of internal and external Casey partners and programs as well.

"Over the years, results-based leadership evolved into a broader leadership program, so that it is not only about child welfare or juvenile justice and the public systems," says Ralph Smith. "It also becomes a place where folks in the nonprofit and social sector can feel this is an opportunity, a value-add."

MICHAEL MCAFEE (Class 8)

The Fellowship reignited my passion for working to make the world a better place on a large scale.

MONICA VILLALTA (Class 6)

As I left the walls of Casey, I was a different person, forever touched and no longer satiated by what I used to do.

Within Casey, the reach of results-based leadership now extends to a number of leadership programs besides the Fellowship. For example, in Atlanta, a Casey Civic Site, leadership development aims to sharpen individuals' skills through the Atlanta Leaders for Results program. This program seeks measurable success in three areas: educational achievement, family economic success and neighborhood transformation.

The Applied Leadership Network of the Juvenile Detention Alternatives Initiative (JDAI) uses a customized results-based leadership approach based on the Fellowship's work, but focuses on a team in a particular place rather than on a single leader. Leadership development and capacity building is scaled down to a yearlong series of short seminars in which teams create team plans intended to advance JDAI results and implemented in real time during the year.

A focus on results also now informs the KIDS COUNT initiative, where many directors, policy leads and analysts have begun to use results-based leadership tools to advance their legislative agendas. The Community Development Financial Institutions portfolio recently launched a results-based leadership initiative for its grantees. And during 2013–14, all Casey staff will participate in results-based leadership sessions to advance the results work of all Casey portfolios.

Reach Beyond Casey

The power of the Fellowship's leadership approach has reached outside Casey to influence external partners' approaches as well. "In the last 20 years, there has been a healthy evolution toward more connections and dissemination of the learnings from the Fellowship to other related efforts," says Tom Gilmore of the Center for Applied Research and a Casey Fellowship faculty member. "One powerful component of the Casey model that is useful to others in the field is the deliberate mix of leaders from different sectors — education, child welfare, juvenile justice — which deepens understandings and ideas to create greater alignment of too-scarce resources."

This multisector perspective, linked to the Fellowship and Foundation's interest and expertise in results-based leadership, has been evident in the Race to the Top efforts of the Maryland



ANNE WILLIAMS-ISOM (Class 7)

My interactions and relationships with my classmates changed my life.

DAVID JACKSON (Class 8)

The Fellowship has helped me dream bigger, and gives me access to the people and resources that allowed me to see the path to make those dreams come true.

Department of Education, and in the Promise Neighborhoods Initiative, a U.S. Department of Education program inspired by the Harlem Children's Zone. The Casey Foundation has offered a series of seminars to five-person Promise Neighborhood teams of leaders from the FY 2011 implementation grantees in San Antonio; Minneapolis; Buffalo; Berea, Kentucky; and Hayward, California.

Michael McAfee (Class 8), director of the Promise Neighborhoods Institute at PolicyLink, has worked hard to bring the results focus to Promise Neighborhoods and is “eternally grateful” for that support. McAfee credits the Fellowship with providing him “the Results-Based Accountability and Results Based Facilitation frames, the support and practice needed to become a results-based leader, and networking that helped me land a national position where my skills could be used in service of a big result — ensuring all children are learning, growing and succeeding from cradle to career.”

During the Fellowship, McAfee reflects, “I gained the courage to step into my personal power. Being a results-based leader is no longer a nice idea. It is the only reason why I choose to be of service to others. How I take up my leadership is now a conscious choice. I’m no longer just doing good work. I’m laser focused on working in partnership with local leaders to transform lives and neighborhoods at a scale that is commensurate with the problem(s).”

BJ WALKER (Class 1)

My close network of Class 1 Fellows offers unconditional love and support, so you can be wrong and still OK and therefore have the stamina to stay in the “game.”

THANH XUAN NGUYEN (Class 3)

The connection among Fellows from different classes and the ability to reach out to each other when needed has been a powerful benefit.

TANYA ANDERSON (Class 8)

Using the “self as instrument” work showed me how I might have been limiting my own successes.

looking ahead

Eight completed classes of 93 Fellows (with another cohort of 16 now in its Fellowship term) turning curves on behalf of disadvantaged children in systems, communities and organizations around the country...A dynamic Network sustaining a unique group of leaders and a distinctive brand of results-based leadership...Two decades of thoughtful and intensive leadership development, thinking and doing.

The Annie E. Casey Foundation's Children and Family Fellowship has much to look back on... and take pride in.

The Fellowship, as always, moves ahead, never content to rest on its laurels. The 16 Fellows in Class 9 are already working their way through their seminars and individual learning plans. The Fellowship's commitment to results-based leadership continues to deepen. As Barbara Squires, Casey's director of Leadership Development, notes, this is the first class "to come in the door, already prepared to talk about a result they could influence during the course of the Fellowship, already able to name their target for measurable improvement and now already working hard on a measurable improvement on a target population during their Fellowship experience."

The Network continues to hone its offerings to support its members, not only at its annual gatherings, but each day. And as members of the Fellowship's early classes start to reach retirement age, the Network looks for ways both to support these future transitions and to keep the experience and energy of these "elder" Fellows present in the work of the Fellowship and Network.

The Fellowship endures as the signature element in a robust talent development portfolio at the Foundation. It continues to identify and develop diverse and emerging leaders from communities where Casey makes its most intensive investment. It continues to be a place to experiment with new approaches to doing the challenging work of creating effective leaders, informing philanthropic and other efforts around the country.

"It's been a tremendously successful experiment and over time, we think it's gotten better every single year," says Patrick McCarthy. "We now have a pool of very talented, courageous, committed and creative leaders who are out there taking some of the ideas they picked up at Casey and blending them with their own ideas and really getting good results for children. So it's been a terrific investment for us. There's no doubt in my mind that we actually get a lot more out of the Fellowship than whatever we put into it, and we are very proud of what we've accomplished so far."

Particularly powerful was having a space and support network to explore professional insecurities, hesitations, etc.¹³ THE ESSENTIAL VALUE AND USE OF DATA ANALYSIS, DIFFERENT PERSONALITY TYPES, THE UNSPOKEN LIFE AND DYNAMICS OF GROUPS, EFFECTIVE STORYTELLING AND RESULTS-BASED LEADERSHIP PERSPECTIVES WERE POWERFUL ASPECTS OF THE FELLOWSHIP.¹⁴ Learning new skills and immediately applying new insights and knowledge to my work. There was nothing theoretical...this was all work in action all the time!¹⁵ THE TIME SPENT AWAY FROM THE INTENSE DAILY PRESSURES OF MY WORK AND RESPONSIBILITIES OPENED UP TIME AND SPACE FOR ME TO ASK THE DIFFICULT QUESTIONS, TO THINK AND TO LEARN FROM THE WORK OF THE OTHERS WHILE ALSO REFLECTING ON WORK THAT I HAD BEEN INVOLVED IN.¹⁶ Testing out my leadership in placements that were outside of my comfort zone increased my confidence.¹⁷ IT WAS THE FIRST TIME I HAD EVER BEEN ASKED TO BE PROFESSIONALLY INTROSPECTIVE. I WAS PRETTY SHOCKED AT WHAT I LEARNED ABOUT MYSELF: MY ASSUMPTIONS, HABITS, DEFAULT OPERATING STRATEGIES, ETC. THAT WAS 16 YEARS AGO AND I STILL CARRY WITH ME A VIVID MEMORY OF THOSE SHOCKS, EXPERIENCED REPEATEDLY OVER THE COURSE OF THE FELLOWSHIP.¹⁸ There has been no other place where I've had conversations like I've had in the Fellowship.¹⁹ I PARTICIPATE IN THE NETWORK BECAUSE IT INSPIRES AND RENEWS ME, IT REFRESHES MY SENSE OF POSSIBILITY, AND IN INDIVIDUAL NETWORK MEMBERS I FIND UNEQUALLED THOUGHT PARTNERS.²⁰ I gained the knowledge of what it means to bring your whole self to work and the importance of this.²¹ NOWHERE ELSE IN MY WORLD CAN MY PASSION FOR IMPROVING THE LOT OF DISADVANTAGED CHILDREN AND FAMILIES BE SUPPORTED, CONFIRMED AND ENRICHED BY HIGHLY TALENTED PEOPLE WHO SHARE THIS MISSION. FOR ALMOST TWO DECADES, IT HAS BEEN A GREAT PRIVILEGE TO BE REINSPIRED AT EVERY MEETING, MY WORK AND VISION REENERGIZED BY THE FELLOWSHIP TRIBE.²² The most powerful aspect of my Fellowship was understanding race at a deeper level and understanding results to improve or change systems to more effectively serve children and families.²³ SELF-AWARENESS IS A BIG ASPECT OF LEADERSHIP. THROUGH THE 360-FEEDBACK TOOL, FOR EXAMPLE, I GAINED TREMENDOUS KNOWLEDGE ABOUT MY OWN STRENGTHS AND DEVELOPMENT NEEDS, WHICH CONTINUES TO HELP ME TODAY IN MY LEADERSHIP ROLE.²⁴

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