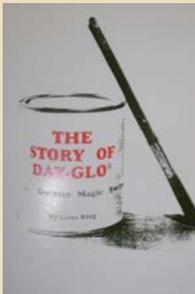


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**Building Networks for Social Change -
 Best practices and Switzer Fellowship
 Network case study**

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 DECEMBER 1, 2011

Switzer Foundation – overview



- Family foundation, 1986, Day-Glo® Paint Corp. sold
- Commitment to environmental leadership
- Governed by family members plus environmental experts – academia, business, nonprofit and government; models belief in diverse perspectives
- \$18 million in assets, \$12.5 million in fellowships and grants since inception
- 25 years of Fellowships, 500 Fellows in 39 states and 18 countries

Switzer Foundation – grant programs

- **Switzer Environmental Fellowship program**
 - 20 Graduate Fellowships in New England and California
 - \$15,000 for one year plus access to additional grant programs
 - Network, professional development, training, career support, retreats
 - Engage with external environmental leaders, thinkers and innovators
- **Follow-on grants**
 - Leadership Grants – to work with a nonprofit or public agency
 - Professional Development Grants
 - Collaborative Grants
 - Network Innovation Grants (new)

Switzer Fellowship Network – Why invest in emerging leaders and create a Network?



Research

Policy

Action



We need leaders in all sectors, in different roles



How did we create and foster the Network?



Peer support



Convenings



Shared Learning

Build relationships

Network Culture

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SWITZER Infrastructure for networks and leadership
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- Tools and Technology – website, listserv, directory
- Social media – Facebook, Linked IN, Twitter, You Tube







- Thought leadership and Innovation– blog, webinars,
- Incentives - innovation grants, training, retreats
- Budget – activities, weaver, catalyst, coordination

SWITZER NETWORK NEWS

Promote leadership stories

Switzer Fellowship Network

- Can Networks innovate?
- What is the leverage capacity of a Network?
- Central Valley case study

Central Valley, California - Spring Retreat 2011

Billion dollar irrigation system, San Joaquin River restoration for salmon

1 mile from polluted groundwater and malfunctioning drinking water pipes for farm workers.

Central Valley - Switzer Network actions

- Wrote an op-ed
- Publicized relevant research
- Produced 2 video reports
- Fellowship Outreach to UC Merced
- Leadership Grant Proposal to bring Fellow scientist to local NGO
- Innovation Grant proposal to bridge river restoration and environmental justice issues

What have we learned? What surprised us?

- The Network is at least as valuable as the money to Fellows
- The Network is an asset of the Foundation – how do we leverage it?
- The Network has latent potential for innovation and high impact on critical issues.
- The long-term investment is paying off now. How do we balance trade-offs between funding more Fellows and grants versus Network infrastructure?
- How can we sustain the Network? How will it sustain us?

Switzer Network – Old and New Value Proposition

Diversity and Access	Peer Support	Recognition
Innovation	Problem Solving	Thought Leadership

Foundations in the US are increasingly interested in how to leverage limited resources, how to reduce duplication of effort among grantees, and ultimately, how to use new tools and strategies to have an impact on issues they and their grantees care about. These articles reflect the current state of research and understanding of the critical role that foundations are playing in fostering networks, but more importantly, how they foster collective impact. These are the best articles that document a shift towards network practices that many foundations are beginning to embrace, while others, like the Switzer Foundation, are looking at how to refine their current network practices to take advantage of new tools and lessons learned from others.

Catalyzing Networks for Social Change: A funder's guide

Monitor Institute and Grantmakers for Effective Organizations – October 2011

http://www.monitorinstitute.com/downloads/Catalyzing_Networks_for_Social_Change.pdf

A very good and current summary of operating with a network focus or “mindset” as a foundation. This could be relevant for nonprofits and donors as well.

Growing Social Impact in a Networked World: A Grantmakers' Gathering on Networks – October 2011

Link to resources from the conference: <http://www.geofunders.org/networksresources.aspx>

Collective Impact – John Kania and Mark Kramer, Stanford Social Innovation Review – February 2011

http://www.ssireview.org/images/articles/2011_WI_Feature_Kania.pdf

A recent article that describes how foundations are supporting issues in a networked way, in which a collection of organizations are measuring their collective impact rather than individual organizational success. As the introduction states: “Large scale social change requires broad cross-sector coordination, yet the social sector remains focused on the isolated intervention of individual organizations.”

Transformer: How to Build a Network and Change a System: A Case Study of the RE-AMP Energy Network - Heather MacLeod Grant, Monitor Institute

<http://www.monitorinstitute.com/reamp/>

This is a well-documented case study of networked action among a group of funders and nonprofits to effect a very specific policy goal: Reducing regional global warming emissions 80% from 2005 levels by 2050 (in the Midwest US – 8 states).

What's Next for Philanthropy: Acting Bigger and Adapting Better in a Networked World

Katherine Fulton, Gabriel Kasper, Barbara Kibbe –Monitor Institute, July 2010

http://www.monitorinstitute.com/downloads/Whats_Next_for_Philanthropy.pdf (full report)

http://www.monitorinstitute.com/downloads/Whats_Next_for_Philanthropy_ExecSummary.pdf

This report lays out the challenge to foundations and philanthropy as a whole to consider more networked approaches, more rapid adaptation to the rapid evolutions in learning and sharing and more strategic coordination of resources to achieve greater impact.

Working Wikily – Searce, Grant and MacLeod; Stanford Social Innovation Review – Summer 2010

http://www.ssireview.org/images/articles/2010SU_Features_Searce_Kasper_Grant.pdf

An article focused on how nonprofit organizations are networking by using social media tools, and also learning from these tools about new approaches to sharing information, resources and responsibility for action.