



children  
and family  
fellowship



## **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 the Foundation's website at [www.aecf.org](http://www.aecf.org).

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# AN INVESTMENT IN THE FUTURE

Helping low-income communities become places that support and strengthen families so children can reach their full potential requires bold, imaginative and catalytic action. Without powerful leaders who can drive and sustain change, investments in programs and reforms are not enough to spur measurable, lasting improvements in child and family well-being. Acting on this conviction, the Annie E. Casey Foundation in 1993 launched the Children and Family Fellowship, an executive leadership program for accomplished professionals in a position to steer and influence major organizations serving vulnerable children and families. 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.

The Foundation's approach to leadership development is rooted in the premise that results-driven leaders are vital to achieving a bright future for all children. Since its launch more than 20 years ago, the Fellowship has increasingly emphasized results-based leadership, guiding Fellows to analyze and use data to identify needs, set clear targets and implement strategies with urgency to achieve results. In the Fellowship now, for example, Fellows hone in on a specific result — either at the population or program level — that each Fellow will work to achieve within the 16-month Fellowship term.



## JANE TEWKSBURY

1993

Jane Tewksbury was a successful trial attorney before joining Casey's first Fellowship class, but she wanted to do more to address the root causes of issues she had little impact on as a courtroom lawyer. She applied what she learned to "improve systems through legal and policy change" as legal counsel to the Massachusetts Attorney General and then vice president and general counsel for a nonprofit human services agency.

In 2005, Tewksbury was appointed commissioner of the Massachusetts Department of Youth Services. She received national recognition for transforming the agency from an adult corrections culture to a youth services model. Since 2012, Tewksbury has been executive director of Thrive in 5, a public-private school partnership that promotes "early investment in young children to prevent many issues that are more complex and expensive to address later on."

"I rely on data-driven decision making, using the information we receive from family partners to inform my work," says Tewksbury, who draws on Fellowship teachings and the Casey Fellowship Network for technical assistance.

The Fellowship is Casey's signature program to develop the potential of leaders at the helm of public and nonprofit organizations working to improve outcomes for children. It is part of a comprehensive leadership development portfolio that encompasses a variety of efforts to identify and develop talent. This work includes supporting existing leaders in communities, organizations and systems to build their capacity for sustaining and accelerating results. The Fellowship represents an important investment in the future of the human services field and in the futures of our nation's most vulnerable children.

## Seeking Talented Professionals, Aspiring and Achieving Leaders

We seek people who are committed to achieving better outcomes for children, families and communities. The Fellowship seeks leaders who are committed to helping low-income families succeed in their roles as parents, members of communities and productive participants in the workforce and economy. We seek talented, accomplished and ambitious professionals from across the country who want to strengthen public and nonprofit systems in ways that make them more reliable, equitable, effective and efficient. We seek people who strive for excellence, who want to accelerate their professional and personal development and who want to amplify their impact and make a greater difference.

## A Life-Changing Opportunity

The Fellowship is an intensive program designed to increase the capacity of leaders to improve outcomes for children and families. Through 16 months of Fellowship activities, participants broaden their vision, increase their base of knowledge and expand and refine their skills. Fellows develop new networks and strengthen their existing ones, and accumulate the experience they need to lead major change efforts. A unique opportunity for application, reflection, exploration and learning, the Fellowship fosters career-enhancing growth and provides lifelong connections to the Foundation and its networks.

## High Expectations

At the end of this rich experience, Fellows travel a career path of increasing impact and influence. The Casey Foundation makes a substantial investment in its Fellows, and has ambitious expectations for them, both during the Fellowship and as they go forward. We expect Fellows to be in significant leadership positions where they can effectively lead system reforms or community-change efforts that improve the life circumstances and prospects of vulnerable children and families living in low-income communities.

## The 5-2-2 of Results-Based Leadership Development

Results-driven leaders are vital to achieving measurable and lasting improvements



# results profile

MOLLY MCGRATH TIERNEY

Director, Baltimore City Department of Social Services

2001

**results statement** Reduce the number of children in foster care and group homes so that more children are living safely with families.

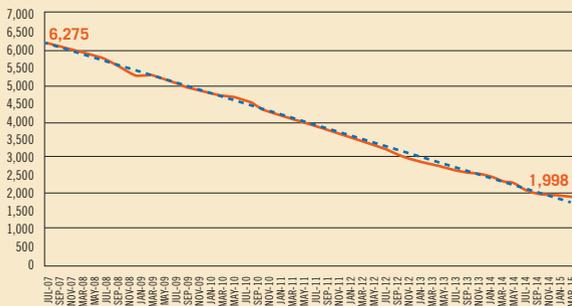
**curve turned** There are now fewer than 2,000 children in foster care in Baltimore City, representing a 68 percent reduction in the number in care since 2007. Fewer than 200 live in group homes, a reduction of 88 percent.

## keys to making it happen

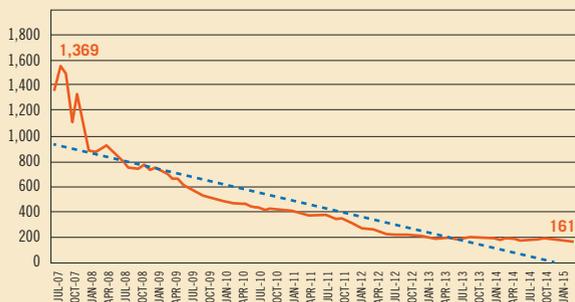
These results would not have been possible without a disciplined and principled approach to data-driven leadership. Key steps involved working backward from the intended result and focusing decisions and resources toward achievement of that goal. Collaboration with schools and other systems is also critical to identify and overcome barriers to success.

**next steps** Shift resources to increase family stability and reduce unemployment to further reduce the need for child protection interventions.

PERMANENCY — REDUCE CHILDREN IN FOSTER CARE



PERMANENCY — REDUCE CHILDREN IN CONGREGATE CARE





## EDWARD CHISOLM

1997

Edward Chisolm's background put him in the right place at the right time to get involved in the Chatham-Savannah Youth Futures Authority (YFA), a community organization that was part of Casey's first multi-site effort to improve results for youth. Called New Futures, the initiative taught both Casey and Savannah volumes about why system reform would fall short without meaningful community engagement.

Chisolm began his career at a community mental health agency and later served as a youth advocate and consultant for YFA before becoming executive director in 2008, a position he still holds. He has also served as executive assistant to the mayor and as executive director of the Neighborhood Improvement Association.

Chisolm's experience as a Casey Fellow helped mold his philosophy in leading YFA. "The Fellowship focused our work on results beyond just counting heads," he says. "We recently recruited 10 additional youth-serving agencies to partner with us, and in our first meeting we introduced them to results-based leadership."

for kids and families. The Children and Family Fellowship's leadership approach is based on a set of five core competencies, two foundational frameworks and two foundational skills that equip leaders to make changes intended to produce results, known collectively as the 5-2-2 approach.

*The five core competencies support leaders to:*

- be results based and data driven, establishing clear targets and using data to assess progress and change course as needed;
- work to close disparities in outcomes and opportunities based on race, class and culture;
- be an instrument of change to achieve results, based on the belief that individual leaders are capable of leading from whatever position they hold;
- master adaptive leadership skills to help bring about improved results through shifts in values, habits, beliefs, attitudes and behaviors; and
- collaborate with others, understanding that the capacity to build consensus and make group decisions enables leaders to align their efforts to achieve results.

*The two foundational frameworks include the following:*

- The Theory of Aligned Contributions, developed by Jolie Bain Pillsbury, contends that it is more likely that measurable population-level change will occur when the right group of leaders uses specific skills to align their actions and contribute to a specific result.
- The Person-Role-System framework is used to address common barriers to aligned action. Leadership is influenced

by a person's individual preferences and style and personal and professional experiences as well as the role he or she plays in formal and informal systems.

*The two foundational skills of results-based leadership include:*

- Results-Based Accountability™, an approach that differentiates between population- and program-level results, uses data to develop impactful strategies and establishes ways of tracking whether the work contributes to achieving results.
- Results Based Facilitation, which helps leaders design, lead and participate in meetings that effectively move groups from talk to action and hold participants accountable for advancing the work.





**BRENDA DONALD**

1995

**My emphasis on using data to concentrate resources and measure results was seeded during the Fellowship.**



When Brenda Donald became Washington, D.C., deputy mayor of human services in January 2015 after serving as director of the city's Child and Family Services Agency (CFSA), it was déjà vu. She had previously worked as deputy mayor for children, youth, families and elders from 2005 to 2006 after serving as director of CFSA. Donald has earned recognition for accelerating child welfare reform in the District and in Maryland, where she headed the state department of human resources from 2007 to 2010. Principles learned as a Casey Fellow have been pivotal.

In her most recent three-year CFSA stint, the rate of children placed with kin rather than other foster care settings rose from 16 percent to 23 percent, while the number of children in foster care fell from about 1,800 to 1,000. As deputy mayor, she works with the 10 city agencies she oversees to "look strategically at the needs of our families and connect the dots."

"The same kids, families and neighborhoods face the biggest challenges," says Donald. "My emphasis on using data to concentrate resources and measure results was seeded during the Fellowship."





## GRANT JONES

1999

Grant Jones is the founding executive director of the Center for African American Health, which seeks to reduce serious health disparities among African Americans in the Denver area. The Center partners with other organizations to provide culturally appropriate disease prevention and management to thousands of African Americans each year. Jones, previously a program officer for the Piton Foundation working on neighborhood strengthening, has networked extensively with churches and members of the faith community to partner in serving families.

Jones has earned numerous high-profile leadership awards, and his story is profiled in a book called *Compassionate Careers: Making a Living by Making a Difference*.

The Fellowship reinforced that “output in terms of serving lots of people matters, but outcomes matter more,” says Jones, who notes that virtually every program the Center offers is based on solid evidence of success. “The Fellowship gave me insights into leadership and community building that have made a tangible difference in my work.”

# the fellowship experience

The 16-month Fellowship program brings together leaders from varied professional backgrounds, geographic regions and racial and ethnic groups. This diverse group of Fellows becomes a powerful learning community that serves as both catalyst and support throughout this intensive experience. At the same time, the Fellowship is structured to serve the complex and individual learning needs of each Fellow. Change is the hallmark of the Fellowship — personal and professional change, change in perspective and vision and changes of scenery as Fellows travel to nine seminars at the Casey Foundation and around the country. While balancing the demands of their current positions, Fellows participate in a series of leadership opportunities, including executive seminars, peer consultations and individual coaching to provide real-time application and learning.

## Executive Seminars

The cornerstone of the Fellowship experience is a series of nine four- to five-day seminars that employ a dynamic, experiential learning approach. Co-designed by Fellowship faculty, Foundation staff and Fellows, the seminar series follows an arc of learning designed to build the competencies of Fellows to achieve results and close disparities. The seminars are based on the core proposition that effective leaders understand the dynamics of a shared power world and that real change requires productive partnerships involving families, communities and the

faith, for-profit, public and nonprofit sectors. The seminar series will enhance the Fellows’ leadership capacity in four major arenas:

- Leadership for the benefit of children, families and communities
- Leadership for the development of their organization
- Leadership to transform the systems and sectors within which the leader works
- Personal and professional development

Each seminar explores real-time leadership challenges as well as exposure to leaders who are producing measurable results for children and families and to organizations employing best practices. The seminars offer a concrete set of tools to aid Fellows in the realization of effective personal, organizational and systems change, building Fellows’ mastery of the competencies and skills of results-based leadership. The seminars provide an opportunity for reflective practice, peer learning and networking.

## Building a Results Story

To build Fellows' capacity to achieve measurable results, each Fellow identifies a measurable change that he or she plans to achieve by the end of the Fellowship term. This application work takes place "back home" between seminars and is reported on and refined during the seminars. The Fellows are expected to apply all of the tools and competencies that the Fellowship provides them to reach this result. They also enlist trusted colleagues in their home organization to partner with them throughout the Fellowship term and provide support and accountability in reaching their intended target. Fellows receive two visits from Fellowship faculty and one from the Foundation's director of leadership development to help guide and support them.

## Individual Learning Activities

To complement the executive seminars and other group activities, Fellows pursue individual experiences that address the specific goals set out in their learning plans. Activities include specialized individual learning, peer consultations, directed readings and much more.

Fellows are connected to Casey staff and Casey Fellowship alumni with whom they negotiate learning activities, such as a site visit to an innovative program or participation at a conference.

## Staying Connected Through the Casey Fellows Alumni Network

One of the greatest long-term benefits of the Fellowship is the opportunity to become part of the growing network of influential Casey Fellows across the country. The Casey Fellowship Network provides opportunities for professional collaboration and supports relationships that maximize the impact of the Fellowship experience. The Network meets semiannually and conducts ongoing professional development activities. It also provides grants and technical assistance to support Fellows. The Network supports collaborative activities among Fellows and encourages them to take advantage of the wealth of knowledge and expertise among Fellows, leverage Casey resources in their own work and offer ongoing consultation and leadership to the Fellowship program and the Foundation.

## JANET CARTER

2003

As executive director of Coaching Corps, Janet Carter is building a movement to improve health and education for kids in low-income communities through the power of service and sports. Based in Oakland, California, Coaching Corps mobilizes and trains college students to serve as volunteer coaches in after-school sports programs. The program serves youth in under-resourced communities who otherwise would not reap the benefits of organized sports. It aims to reach more than 100,000 kids a year.

Carter says a shift in strategy that resulted directly from her Fellowship experience helped Coaching Corps grow from serving 300 to 20,000 youth annually. "Initially, our primary strategy was to give grants to after-school programs to serve youth from low-income families. But by developing systems to collect the right data, we learned that when we provided after-school programs with trained coaches, our impact was much greater," explains Carter. "The Fellowship helped me to recognize that decisions have to be informed by a variety of data and interpreted through different perspectives."

**The Fellowship helped me to recognize that decisions have to be informed by a variety of data.** →



**NORMAN YEE**

2003

In a recent op-ed in the *San Francisco Examiner*, Norman Yee cited data showing that despite the city's rising population, it is losing children and families. Yee, who represents District 7 on the city's Board of Supervisors called for policies to "ensure that families in every neighborhood, especially those with the greatest needs, have access to resources to achieve."

Connections forged through the Fellowship helped Yee devise a strategy that led to the 2014 passage of the "Children and Families First" proposition, which extends funding sources for children and public education and establishes mechanisms to plan for the future.

Before his election to the Board of Supervisors in 2012, Yee served on the San Francisco School Board for eight years. His greatest accomplishment was leading the effort to redefine the school district to include early education, shifting from a K-12 to PreK-12 focus.

"The confidence, connections and focus on results that I gained from the Fellowship have had a huge impact," says Yee.





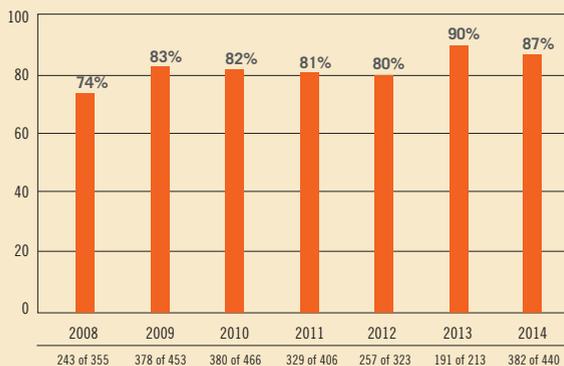
# results profile

ANNE WILLIAMS-ISOM

Chief Executive Officer, Harlem Children's Zone

2007

HARLEM CHILDREN'S ZONE BABY COLLEGE PARTICIPANTS WITH KNOWLEDGE OF WHAT CONSTITUTES CHILD ABUSE AND NEGLECT



**results statement** Increase the proportion of families with knowledge of what constitutes child abuse and neglect to help address historically high rates of foster care placement in Central Harlem.

**curve turned** Harlem Children Zone's Baby College, which boasts 5,400 graduates to date, provides nine weeks of workshops and home visits to help expectant parents and those with children up to age 3 learn about child development; provide a healthy, supportive environment; and form a community of support. The program set progressively more ambitious goals to increase the share of parents with an understanding of child abuse and neglect. The target was set at 80 percent in fiscal year 2009, raised to 82 percent in 2010 and moved to 85 percent in 2011 and beyond. Through continued scrutiny and refinements, Baby College was able to increase the share of participants with this knowledge from 74 percent in 2008 to 87 percent in 2014.

## keys to making it happen

To improve program results and help overcome biases and barriers that were impeding progress, leadership instituted new practices such as developing explicit lesson plans and videotaping classes. They also provided constructive feedback to instructors, retrained staff and created more opportunities to examine and discuss child abuse and neglect.

**next steps** Top leaders will continue to study evaluation data for each class and monitor lesson plans and teaching methods to ensure that the program provides the most current information and targets the most relevant goals.



## RAFAEL LÓPEZ

2007

Testifying before the Senate Finance Committee to be confirmed as President Obama's nominee as Commissioner of the Administration for Children, Youth and Families, Rafael López chronicled how his mother struggled to make ends meet yet taught her children to dream big.

"Even in our darkest hours, my mother focused our attention on the future," notes López, who was first in his family to graduate from high school, college and graduate school. As this publication goes to print, he is senior policy advisor at the White House Office of Science and Technology Policy and the Domestic Policy Council.

In leadership roles from Watsonville, California, to Baltimore, López has instituted programs, policies and reforms achieving significant results, such as curbing infant mortality in an initiative of the Family League of Baltimore City.

"The Fellowship gave me new confidence and tools to lead with the lens on results," notes López. "Having trusted colleagues who can give you honest feedback is one of the greatest legacies."



← **The Fellowship gave me new confidence and tools to lead with the lens on results.**

# selection criteria

The Children and Family Fellowship seeks highly qualified individuals who have made a difference in improving the life circumstances of America's most vulnerable children and families, the communities in which they live or the systems that serve them.

The candidates we are looking for have a minimum of 10 years of diverse professional experience in the social sector, characterized by increasing levels of responsibility in the field of children and families (for example, directors, deputies, program managers, department heads and executives). They have a strong record of achievement and career advancement and have set their sights on even higher levels of impact and influence. Candidates have demonstrated a commitment to assisting underserved communities, reducing racial disparities and managing a diverse workforce. They reflect the diversity of client and employee populations and understand how race, ethnicity, class, gender and language affect service delivery, policy, practice, advocacy and leadership decisions.

## A Leadership Profile

Strong candidates demonstrate a variety of leadership qualities and show evidence of even greater leadership potential. They have a vision for change and the drive to improve outcomes. They are capable of promoting collaboration and cooperation across disciplines and among diverse

groups, and of managing and institutionalizing change. They are able to innovate, take and manage risks, listen and learn, inspire others and persevere, often against great odds. They have significant influence within their organizations and have the opportunity to immediately apply the concepts learned through the Fellowship within their organizations. The Fellowship seeks people who can translate their beliefs into action, think strategically, get things done and measure the difference they are making for children and families.

Among the key commitments we seek for a successful Fellowship candidate are:

- Candidates embrace the use of data to improve programs, services and the systems in which they operate and to achieve results. They are interested in employing evidence-based practice. They recognize that collaborative leadership and partnerships are essential to achieving results. They act with urgency and are committed to producing results that can be monitored and measured.
- Candidates understand that the hard work of changing the culture of organizations and systems in order to achieve results often requires strategies to change deeply held attitudes, habits and ultimately values. They have the will to adapt by building new organizational norms and culture that establish the achievement of results at the heart of the work.

The Fellowship aims to support, strengthen and nurture leaders representative of the communities and people who are served by public and nonprofit systems. We seek Fellows from varied personal, racial, ethnic and professional backgrounds.

- Candidates recognize that their role is to support families in realizing the aspirations they have for themselves and their children, and that services and supports to families are most effective when the family is a full partner in decisions about the family.

## Ambitious Career Goals

The Fellowship wants leaders who are ready for significant professional challenges and expanded leadership roles — in major community-building initiatives and in public systems. They should not simply aspire to the next rung on the organizational ladder. They have ambitious career goals and want increasing responsibility for leading systems and community-change efforts that improve outcomes for large numbers of disadvantaged children and families.

## At a Pivotal Point in Careers

The Casey Fellowship is not for everyone. We seek the right people, but also people at the right moment in their careers. Fellows must be prepared to participate in the program — committing the time and energy to take full advantage of the Fellowship opportunity while balancing the demands of their current positions.

## Selection Process

The Casey Foundation solicits nominations for the Children and Family Fellowship from a prestigious, national network of organizations and individuals who lead many of the most dynamic systems, institutions and programs in America today. Their wide spheres of influence throughout the public, non-profit and private sectors uniquely position them to identify the talented leaders sought by the Children and Family Fellowship.

Once nominated, candidates are invited to complete a Fellowship application. The Fellowship selection committee, composed of a diverse team of Casey staff, Fellowship alumni and partners in the Foundation's work, reviews all applications and recommends candidates for further consideration. Special attention will be given to candidates with significant ties to the places, organizations and areas of interest in which the Foundation invests. Personal recommendations are then sought and reviewed. The committee selects a small number of finalists who are invited to the Casey Foundation for an interview. Final selection of Children and Family Fellows is announced following the interviews.





# results profile

DAN CARDINALI

President, Communities in Schools

2007

**results statement** Work to empower 11 million K-12 students living in poverty across the country to succeed in school and graduate from high school by surrounding them with intensive, evidence-based services.

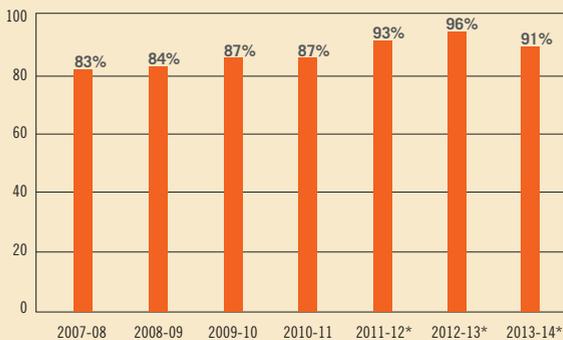
**curve turned** Communities in Schools (CIS) implemented a quality improvement system beginning in 2007 to ensure that all of its local affiliates were accredited to provide high-quality evidence-based services. By 2015, the program was serving 1.5 million students, a 20 percent increase since 2007, and all of its affiliates were accredited. Recent evaluation data show that in the 2013–2014 school year, 91 percent of eligible seniors served by the program graduated from high school, compared with 83 percent in 2007. In addition, 99 percent of students in CIS schools remained in school; 93 percent were successfully promoted from one grade to the next; and the vast majority of students were meeting agreed-upon academic and behavioral goals.

## keys to making it happen

To scale up as a national, evidence-based model, Communities in Schools has focused on providing effective, integrated student support services while building the field to promote the use of this strategy in all high-poverty schools across America.

**next steps** Over the next 10 years, increase the number of students served by 500,000 and ensure that high-poverty schools are using an evidence-based integrated student support strategy.

PERCENTAGE OF ELIGIBLE SENIORS WHOSE CASES WERE MANAGED BY COMMUNITIES IN SCHOOLS GRADUATING IN EACH YEAR



\*During these years, adjustments were made in the way student End of Year Status was requested and in the calculation of percent graduated, compared to previous years.



**GLORIA O'NEILL**  
2010

When a video game called “Never Alone” won “best debut game” at the 2015 British Academy of Film and Television Arts awards, it was a victory for those served by an organization led by Gloria O’Neill. O’Neill is president and chief executive officer of Cook Inlet Tribal Council, a tribal nonprofit service organization in Anchorage, Alaska, providing social, educational, employment and addiction recovery services.

O’Neill has worked to expand the organization’s impact as its leader since 1998, but her boldest move was establishing a for-profit digital gaming subsidiary in 2010 to provide a sustainable funding stream. Never Alone, which features an Iñupiaq girl and her arctic fox companion, has earned worldwide accolades for its educational and aesthetic value. The game has sold more than a million units and is available in dozens of languages.

“The Fellowship gave me the tools, foundation and courage to move into this next phase of my leadership, take calculated risks and bring innovation to create a model for greater community impact,” says O’Neill.

## foundation support

The Casey Foundation funds the cost of tuition of the Children and Family Fellowship as well as all program-related expenses, including:

- Travel to and from Fellowship activities
- Meals
- Lodging
- Materials



The Fellowship taught me it wasn't my job to have all the answers. Loving these kids means being brave enough to ask hard questions, get hard answers and make hard changes. →

SHANA BRODNAX

2013

With a mother who was an educator and a father who was an Indiana Civil Rights Commission investigator, "my parents always asked us how we were going to make the world a better place," recalls Shana Brodnax. After working to help children in high-poverty communities of color to thrive as a senior manager for the Harlem Children's Zone, Brodnax is now chief program officer for the PACE Center for Girls, Inc., a Florida organization that helps young women at risk of entering the juvenile justice system.

Brodnax oversees 19 centers that help these youth overcome challenges to achieving their educational and employment goals. The program has a 90 percent success rate. "My job is to make sure we provide the best services and attain the best outcomes for these girls but also to scale this effort nationally."

"The Fellowship taught me it wasn't my job to have all the answers," says Brodnax, who now leads more collaboratively and uses data more strategically. "Loving these kids means being brave enough to ask hard questions, get hard answers and make hard changes."







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