**2018 Spring Fellowship: Curriculum Outlines**

**Program Dates:**

* Fellows Orientation: March 24-25
* Fellows Online Trainings: Every Wednesday at 7:30pm-9:00pm Central Time, March 28 - May 2

**Program Goals**

1. To equip individuals with the skills to identify the root problems affecting the health of their community.
   1. Indicator of success:
2. To illustrate pathways towards making a strategic, local impact on these identified root problems.
   1. Indicator of success:
3. To connect the drive to take action with a concept of leadership that empowers individuals to become transformative organizers.
   1. Indicator of success:
4. To foster a deep sense of community within the fellowship cohort and OFA at large.
   1. Indicator of success:

**Outlines**

1. **Wednesday, March 28**

Topic: Identifying Root Problems

Goals for this training:

* Develop a sense of belonging with KL & AC (OFA at large) - what can our fellows expect from us?
* Introduce fellows to the program and each other. Start developing a sense of community and collaboration. (poll questions, share demographics, unifying themes from applications or acceptance forms, chatbox - what are problems affecting your community?)
* Instill fellows with the confidence and skills to be able to identify root problems in their community.
* Develop an understanding for how translate a root problem into an issue where we can organize and take action.

Outline

* Introductions
  1. Alexis and Kevin introduce themselves
  2. Icebreaker: Caucus Game (POLL)
  3. Fellows Share Out:
     1. Why did you join this fellowship? What change do you want to see?
     2. Tweet this! We’ll also call on a few folks to share.
* Framing the learning journey
  1. In your orientations and onboarding, we began thinking through the root problems affecting the health of our communities. We also asked the question: what makes a healthy community? How do we know it when we see it?
     1. Share out components of a healthy community
  2. Today, we’ll dive deeper into identifying these root problems, and begin making some connections for how a myriad of challenges (access to education, lack of public services, splintering communities, healthy food access, etc.) are often connected by a more fundamental problem disrupting the health of communities -- i.e. institutional racism or lack of fair representation in government.
  3. In subsequent trainings, we’ll move into strategies for making a local impact on your identified root issue, re-envisioning the way we view leadership and ourselves as leaders, how to cultivate community and expand the reach of your message and actions, how to build effective community partnerships and coalitions, and finally ways in which we can put this all together into a real plan of action.
  4. As a group, we’ll be tasked to work on assignments each week which build towards a final project. This project will culminate in many different ways, but generally will be some sort of organizing event, series of events, or detailed plan of action which your group will work to implement over time.
  5. What initial questions do we have?
* Your Fellowship Resources
  1. Quick overview of the fellows website, key places to find resources
  2. Training recordings will be posted, let’s interact through social media
  3. Support outlets - fellows@ or office hour
* Identifying a root problem (the framework)
  1. What challenges does your community face?
  2. Why do these challenges exist?
  3. What’s stopping us from overcoming these challenges?
* Turning problems into issues (scale and scope)
  1. How can we make an impact that makes a difference? Consider time, resources, political environment.
  2. What does success could look like on that issue? Define this as a group. What do you want to see?
* Next Steps
  1. Meet as a group with your Fellows Leader, or work on this on your own, to complete this week’s assignment
  2. What remaining questions do we have?

Week 1 Assignment

* Come to a conclusion on the root problem(s) facing your community. Explain how you came to this conclusion.
* Translate this root problem into an issue you can organize around. What is the specific issue? What is the timeline your working with? What resources do you broadly have at your disposal?
* What does success look like on this issue? What change do you want to see? How did you come to this conclusion?

1. **Wednesday, April 4**

Topic - Strategies for local impact

Goals for this training

* Develop an understanding around ‘why local’?
* What do they really value about their community? Community pride
* How do we turn a root challenge into an issue we can organize around?

Outline

* Recap last week
  1. Screenshots of key takeaways (tweets!)
  2. Icebreaker
     1. Politics Pop Quiz
        1. Post a question on general politics , multiple choice or true/false answer.
        2. We’ll call on two people who got it right, two people who got it wrong.
           1. If right, share name, fun fact, and proudest moment
           2. If wrong, share name, fun fact, and silliest thing you’ve done
* Goals for today
  1. So far, you’ve discussed with your fellows group—or on your own—what root challenges you think are facing your community. Hopefully you have come to a consensus on what that challenge is.
     1. Examples are not enough support for education, segregated/fractured communities, little to no access to healthcare, vital resources, or being unfairly represented by decision makers.
  2. The next step is to then turn that root challenge into an issue which you can organize around—what can we do as a fellow or fellows group to make an impact on this challenge. We need to determine if there’s legislation we can act on, or if education and raising awareness is the first step. Do we need to increase public pressure on lawmakers? What allies can we rally around this cause? Who must we convince in order to make the change we want to see?
  3. That is our goal for today, to give you the tools and training you need to turn your challenge into an issue you can take action—and make progress—on.
* Turning a challenge into an issue
  1. Two main methods for coming up with a strategy
     1. 1.) Kennedy School of Government: “Creating Public Value”
        1. <https://sites.hks.harvard.edu/m-rcbg/CSRI/publications/workingpaper_3_moore_khagram.pdf>
        2. The core concept here is the “Strategic Triangle”, which has three core components
           1. **The Public Value** — this is your ultimate goal, to create a new public value
           2. **Legitimacy & Support** — this is also called the “authorizing authority”, essentially, who do you need to convince and get on your side in order to authorize this public value being created. This can be new laws and legislation, organizations that grant you the funding, or influential individuals who grant you the access you need; or some combination of all three.
           3. **Operational Capacity —** this is the buicket of resources you need to accomplish and actually create your public value. This can be partnerships with other organizations, money, grants, knowledge, institutional support, etc. The key questions to answer here are how much capacity do we have, what else do we need, and where can we get it.
     2. 2.) Goals, Strategy, Tactics
        1. Another way of looking at turning a root problem into an issue to organize around is through the goal, strategy, tactics model.
        2. Here you need to be able to set a measurable, problem-solving, and achievable goal. From there, you build a strategy by identifying the key decision makers who you need to convince and get on your side to make a difference. You also need to consider things like timelines, resources, and capacity when developing your strategy.
        3. Lastly, once you have a goal and strategy, you start planning out tactics—the actual actions—you will implement to accomplish your goal through the strategy you’ve developed.
        4. Muhammad Ali example to highlight goal, strategy, tactics.
* Finding the right decision makers
  1. Ask the audience
     1. What resources are available?
     2. What has worked for you?
     3. How do you think through who the right people are to target when organizing a campaign?
  2. One way to identify build the right strategy:
     1. The issue Ecosystem
        1. Explain what we mean by ecosystem
        2. Show it changes from national, state, local level
        3. You want to work where the ecosystem is most favorable given the timeline, resources, capacity you have.
        4. For us, this will likely be on the local level; unless we join a national or state level effort already in motion.
     2. Questions to ask yourself to make sure you’re on the right track:
        1. What is our organizational capacity?
        2. Is there current legislation on this issue?
           1. If so, what decision makers must we influence to be successful?
           2. If not, what else can we do to make an impact that matters?
        3. Are there other organizations working on this issue?
* Debrief & Next steps

Week 2 Assignment

* How will you turn the challenge into an issue to organize around?
* What is your strategy or theory of change on this issue?
* Describe the issue ecosystem surrounding it.
* What are your next steps?

1. **Wednesday, April 11**

Topic - Leadership in action (Guest trainer: Bobby)

Goals for this training

* Develop self-awareness and knowledge about our conceptions of leadership
* Identify areas that, based on our conceptions, highlight how we want to grow as a leader
* Be able to apply new ideas of leadership in our organizing and issue work.

Outline

* Recap last week
  1. Screenshots of key takeaways (tweets!)
* Icebreaker
  1. Share what fictional character you would choose to have dinner with and why
* Archetypes of Leadership
  1. There are many definitions of leadership…..
     1. Type out how you define leadership
     2. Some example definitions
        1. Bill Gates: "As we look ahead into the next century, leaders will be those who empower others."
        2. “If your actions create a legacy that inspires others to dream more, learn more, do more and become more, then, you are an excellent leader.” -- Dolly Parton
        3. “Leadership is a series of behaviors rather than a role for heroes.” -- Margaret Wheatley
        4. "You manage things; you lead people.” -- Grace Murray Hopper, U.S. Navy Rear Admiral
     3. Let’s reflect on our own concept of leadership. For this activity, think about and then write down your top five leaders.
     4. For each, identify their attributes, demographics, and qualities that make them a good leader.
     5. SHARE OUT
     6. Now let’s reflect on what values we see present in our list, and what blind-spots we might have
     7. DEBRIEF
* Leadership vs. Management
  1. Our conceptions of leadership can be limiting for us
     1. Assigned leadership vs emergent leadership
  2. Defining leadership and management
  3. Leadership is not
     1. Coercive or manipulative
     2. Trait-based or a born skill
  4. Leadership is
     1. A process by which an individual uses influence with a group for positive change
* Being a leader in organizing
  1. How do we inspire people to follow us?
     1. What are your thoughts?
     2. Defining our purpose and visions
  2. Knowing your why
     1. Speaking from your why is many times more powerful than talking from your what
     2. Simon Sinek video
     3. Defining critical incidents
        1. Practice
* Different types of leadership in the community
  1. Examples needed

Week 3 Assignment

* How will your group take on leadership in the community?
* What is your new definition of leadership?

1. **Wednesday, April 18**

Topic - Cultivating community

Goals for this training

Outline

* Recap last week
  1. Screenshots of key takeaways (tweets!)
* Why, how, what (promote folks to panelists to practice)
* Bryan Stevenson (TEDtalk)
* Simon Sinek

Week 4 Assignment

1. **Wednesday, April 25**

Topic - Building coalitions and partnerships (Guest Trainer: DeAndre)

Goals for this training

Outline

* Recap last week
  1. Screenshots of key takeaways (tweets!)
* Defining coalition/partnerships
* Identify players in the community on this issue
* Asks
* Effective meetings

Week 5 Assignment

1. **Wednesday, May 2**

Topic - Tying it all together

Goals for this training

Outline

* Recap last week
  1. Screenshots of key takeaways (tweets!)

Week 6 Final Project - Tying it all together - LP3

* Recap allllllll weeks
  1. Screenshots of key takeaways (tweets!)