

Katherine Harvey Fellows
Class of 2015/2016

DRAFT (for SBF Community Investments Team)

The \$1,000,000 Challenge

Your team will spend nine months doing a “deep dive” into a community problem in Santa Barbara. You’re building a tool kit of “lenses” and gaining access to experts in both your problem area and within functional areas of the non-profit sector.

Your experiential learning will culminate with a twenty-minute presentation to a panel of board members/volunteers who are contemplating a \$1,000,000 investment in your focus area.

Your team’s analysis and recommendations will drive the panel’s investment choices. Your clear set up of the problem area you’ve chosen, and your perspective on what each of the lenses illuminates for your problem area will help the panel make an informed investment.

The attached grid gives an overview of how you might use the lenses we’ve explored to inform your recommendations. Please work together with your project team to prepare a comprehensive recommendation to make a major impact in our community.

- Define your problem – be as specific as possible in articulating the community problem on which you’re focused. Your ability to do this will inform the balance of your analysis.
- Be comprehensive in considering the “key players” – these include the various agencies in your space, and also may include key funders, government agencies, lobbyists, supporters, and detractors.

- What milestones/factors have shaped your focus area? – Use current thought leaders to help define what factors have shaped your focus area over time. These can be demographics, societal trends, political action, or many other factors. Giving a historical context is important, but be sure to share history relevant to a theme you're trying to develop – history in service of what?
- What are the key success factors in your problem area? – As you've experienced your project area, what are the big ideas, key organizations, individuals or operational themes that have made a difference in the work? Can you define what drives success in your problem area?
- What are the “signals of change” in your problem area? – Defining what this means for your project area is critical to deep/credible analysis. Be specific and measurable in how you discuss what success looks like for the category/key players. Your signals of change should inform your predictions and ultimately your recommendations.
- How do organizations “tell their stories” to end-customers, funders and the community? Do the stories they tell give compelling evidence for support? How does communication differ among agencies? How do agencies engage their board (and other constituencies) in meaningful ways?
- Is your analysis and presentation worth \$1,000,000? – It will require discernment and focus to boil down nine months of work into twenty minutes. Your depth of your knowledge of the problem, the time you've put into meeting non-profit leaders, community activists and the various panelists to whom you've been exposed will be key to making smart and credible recommendations.

We will continue to reinforce key concepts, connect you to leaders in your project area and cheer you on as you work towards a June presentation. The journey is the reward here... so make the most of the relationships with your project teammates, the invitation to meet leaders in your project area and the wealth of experts that are accessible to you as a Fellow!!!