



The RADIUS Fellowship in Radical Doing

Outcomes Report 2016



BEEDIE SCHOOL
OF BUSINESS

RADIUS Overview



RADIUS (RADical Ideas, Useful to Society) is a social innovation lab and venture incubator based at SFU's Beedie School of Business. A place for Radical Doers, we develop the emerging leaders and solutions needed for a sustainable, just and healthy economy, through four integrated program streams:

RADIUS Ventures identifies and amplifies high potential social ventures working on addressing meaningful societal and/or environmental challenges.

RADIUS Lab builds deep partnerships with community to better understand complex socio-economic challenges and to develop, test and launch new interventions.

RADIUS Fellowship curates an annual, cohort-based development program for B.C.'s top emerging social economy leaders.

SFU Social Innovation Programming builds a network across SFU to lead the social innovation pillar of the institution-wide "SFU Innovates" strategy in three distinct areas.

The RADIUS Fellowship in Radical Doing

The Fellowship is a cohort-based learning and development experience. Run over four months, the program utilizes a simple but powerful structure focused on development goals in three areas - personal, project and network.

The RADIUS Fellowship includes:

- » Weekly learning sessions;
- » Coaching and mentorship opportunities for each Fellow; and
- » Relationship development within the cohort and networking across the RADIUS and broader changemaker community.

History

Supported in our first two years by the J.W. McConnell Family Foundation's RECODE initiative, SFU Sustainability Office and SFU Innovates, we launched the first pilot of the RADIUS Fellowship in Radical Doing in February 2015. Developed and led by Jennifer McRae, the program vision was driven by an understanding that the millennial generation faces unprecedented complexity in the nature of the challenges they must address. These challenges are happening at the same time that traditional personal and career trajectories are eroding, our communities are less connected, and our education systems are falling behind in delivering the skills and experience required to thrive as social problem solvers.

This understanding drove a strategy to simultaneously incubate early career changemakers and the projects they are developing, while intentionally investing in the networks and relationships that will sustain this work. We convened an inaugural cohort of 20 Fellows with very encouraging results, which can be found alongside a fuller discussion of the genesis story in our 2015 report at www.radiussfu.com.

In January 2016, respected educator Tamara Connell joined the RADIUS team and took over leadership of the program in time to help select and welcome 22 inspiring new Fellows into our second cohort.

Executive Summary

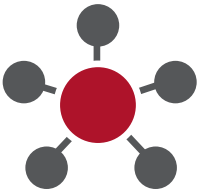
Despite the growing consensus that we need innovative solutions to how we live and work in today's society, being a 'changemaker' is tough. Challenging the status quo, pushing boundaries, and bringing new ideas to life can be lonely work, requiring perseverance and fortitude. The Fellowship addresses these challenges.

With 42 alumni over our initial two years, the RADIUS Fellowship in Radical Doing is off to a strong start in its mission of accelerating Vancouver's emerging social innovation leaders, supporting a wide variety of promising projects and ventures, and strengthening the fabric of our local social innovation ecosystem.

The second Fellowship cohort ran from February to June 2016, attracting another fantastic collection of 'radical doers'. Survey results indicate improvement across all three developmental areas – personal, project, and network. Curriculum design and delivery were well rated by the Fellows, with space for adjustment within the mentorship and coaching models. Data collection methods particularly for the network development are identified as the key take away for what to improve going forward.

We're happy to share our early results and insights with you, and welcome any questions and conversations about the program.

2016 RADIUS FELLOWSHIP OUTCOMES AT A GLANCE



9.62/10

willingness to recommend RADIUS to their network



87%

of all sessions rated either **Good** or **Exceptional**



95%

affirmed at least one **new professional opportunity**



71%

affirmed at least one **new collaboration** within the cohort

Year Two Report

In this report we share salient data points, learnings, and next steps stemming from our second year with the Fellowship in Radical Doing. We endeavour to continue learning and iterating, and through this report share with interested readers what we're finding, how we're experimenting, what's been working and where we see space for improvement.

The majority of these report findings are drawn from online surveys provided to each Fellow at the beginning and end of the program, and the lessons learned in the report also incorporate formal and informal participant feedback gathered throughout the program.

Where pre- and post-Fellowship data is available for the same questions, comparison values are provided. Where results from Year 1 are significantly different than Year 2, we compare and discuss.

The information provided below is all aggregate, with the exception of the quotes obtained, which are purposefully not attributed.

“The RADIUS Fellowship changed my life. It came to me at a time when I was stuck both personally and professionally. I never realized the power of goals, collaboration, and like-minded communities. I feel ready, and set with the right tools to grow personally and begin a meaningful career. I no longer feel stuck.”

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The 2016 Fellowship



The 2016 Fellowship cohort consisted of 22 changemakers with a vast array of personal and professional backgrounds. Read more about their work here: <http://www.radiusfu.com/meet-the-2016-radius-fellows-in-radical-doing/>

46

Qualified
Applications

22

Fellows

27

Average age

19

Sessions

17

Thought Leaders
(Hosts, Mentors and Coaches)

3

Major Events

2016 Program Structure


RECRUITMENT

Program recruitment was completed over several weeks in January 2016. A quick and effective recruitment effort was bolstered by:

- » a new promotional [video](#);
- » the support of our first alumni cohort; and
- » an in-person information session.


You can find the original release of applications [online](#), including a link to the application form for those interested in the questions and framing of the opportunity.

Recruitment efforts were adjusted slightly to narrow the focus to recent graduates and early career changemakers. As a result, we received fewer applications (46 versus 76 in Year 1) but much better fit overall.

 **Going forward**, we plan to launch applications for the next cohort three months before the Fellowship start date. We also plan to retain the narrowed scope to recent graduates and early career changemakers.

FEE STRUCTURE


With an eye to long-term financial sustainability, we tested a pay-what-you-can fee structure. Participants were asked to self-identify their capacity to pay between \$500 and \$4000. There was also bursary application for those where \$500 remained a barrier. Participants could complete payment in up to four instalments.

 **Going forward**, we continue to iterate ways to cover the costs related to the Fellowship, including exploring crowdfunding and completing additional applications to funding bodies. Our goal is to keep the Fellowship accessible to all interested parties, regardless of ability to pay. See Next Steps.

COHORT SELECTION

The selection process was conducted in two phases. First, three RADIUS staff members and two Fellowship alumni rated each applicant and provided notes. Several pieces of information were hidden from all reviewers, including the level of fee selected by each applicant, to avoid any bias. Then, the final cohort selection was completed by four RADIUS staff members.

The final cohort of 22 was clustered roughly around four topic areas based on their interests: education innovation, health and wellbeing, circular economy, and civic innovation.

 **Going forward**, we plan to continue with the inclusion of alumni in the application review process. We are continuing to evaluate the effectiveness of using the cluster approach, and may more tightly theme future cohorts. See Next Steps.



SESSION STRUCTURE


The cohort met approximately 3 hours weekly, and the curriculum was carefully constructed to support development goals across three areas - personal, project, and network. The first half of the program focused on personal development and on building a strong network of support within the cohort. To that end, the first session and opening retreat were designed for deep personal sharing and bonding between individuals. The second half of the program shifted to include more focus on tools and practices to directly support the advancement of Fellows' projects and careers.

An overnight closing retreat was initially envisioned, but a single-day event offered the best chance for the majority of the Fellows to attend. We closed with an afternoon check out circle and then a dinner party that focused on the relationships and bonds formed.




Compared to the pilot year, a handful of changes were made to the program design:

Mandatory overnight opening retreat: Feedback from Year 1 indicated a preference for a compulsory overnight opening retreat. In the 2016 Fellowship, this was implemented, with dates indicated in marketing materials and offer letters. We feel confident that a mandatory overnight retreat is a positive addition, as it allowed for relationship and foundation building at the outset of the program.

 **Going forward**, we intend to keep the mandatory overnight opening retreat. See Next Steps.

Introduction of more experiential workshops: In 2016, more emphasis was placed on experiential/skill-building workshops, to enhance the personal and project development aspects of the program, each led by experienced guests. Sensing that we were missing the more dialogue-based exchange with guests, we adapted a new structure mid-stream which allowed for a short 'fire-side chat' with each external guest, prior to beginning the workshop. We feel this allows for an effective balance between more open dialogue and life lessons, and practical hands on content.

 **Going forward**, we plan to keep the dialogue-based exchange with guests to kick off each experiential session. See Next Steps.

The following lists the topics and presenters/facilitators of the 2016 Fellowship:

- Week 1: Introductions, RADIUS Tour, and Opening Circle (RADIUS Team)
- Week 1: Opening Retreat (Led by Tamara Connell & Maggie Knight, attended by RADIUS team)
- Week 2: Personal Satisfaction Indexes (Tamara Connell)
- Week 3: Growth Mindsets (David Tunnah)
- Week 4: External Event: Groundswell Showcase
- Week 5: Mindfulness and Presencing (Simon Goland)
- Week 6: Introduction to Coaching (Meredith Egan)
- Week 7: Habits and Personal Energy Management (David Kohler)
- Week 8: Potluck and SFU Public Square Event Livestream
- Week 9: Mid-point Check-in and Sustainability Overview (Tamara Connell)
- Week 10: Peer-Input Session 1
- Week 11: Peer Input Session 2
- Week 12: Creating a Social Movement (Ajay Puri)
- Week 13: RADIUS-Hosted event: concAUTION
- Week 13: (Optional) Vision-Board Creation (Tamara Connell)
- Week 14: Tools for Change (Kate Sutherland)
- Week 15: Design Thinking/Prototyping (Shawn Smith)
- Week 16: Scaling Innovation (Darcy Riddell)
- Week 18: Closing Day (Tamara Connell)



COACHING AND MENTORSHIP SUPPORT

Coaching model: In the 2015 Fellowship, the ‘Intro to Coaching’ session by executive coach Meredith Egan of Wild Goat Coaching happened in May, toward the end of the program. While personal coaching was offered, only a few Fellows took up the offer. The 2016 session was offered in early March and the opportunity for additional coaching emphasized, with 14 Fellows signing up and being matched with a coach. Due to this overwhelming response additional coaches were sourced (Graham Gilley and Tamara Connell).

▶ **Going forward**, we will continue to explore cost effective ways of delivering this service. We see strong evidence of the value of coaching and anticipate similarly high demand for this in subsequent years. See Next Steps.

Mentorship model: In the 2015 Fellowship, RADIUS assigned each Fellow a mentor early in the program with expectations set that the pairs would meet monthly. As described in the Evaluation Report from 2015, this met with mixed results and was identified as an area for improvement. In 2016, the curriculum was adjusted to support Fellows in establishing their own mentor relationships. We included a session in the Opening Retreat to build these skills, and RADIUS staff assisted with mentor matching requests throughout the program.

In total, eight Fellows reached out for support in 2016. The support requests are better categorized as short-term advice on particular work or project issues, with only one match resulting in the longer-term focus on personal and professional development that we associate with a mentorship relationship.

▶ **Going forward**, we plan to review others’ mentorship models and adjust in line with the best practices found. See Next Steps.

“

I have left the Fellowship program with both tools and resources to help me with my next steps, but more importantly, I’m leaving with a wonderful community of individuals who I admire and respect and are my biggest supporters.

”

NETWORKING EVENTS

Event hosting and attendance are ways for the Fellows to increase their networks. In 2016, the following three events were attended:

- » concAUTION: a RADIUS-hosted public event
- » RADIUS potluck: an internal event for staff, cohorts and alumni
- » Groundswell Gala: an external public event hosted by Groundswell

concAUTION

concAUTION: The concAUTION event was developed in 2015 as a public RADIUS event where Fellows and community members signed up to make 45 second pitches for specific community support to advance their work or project(s) - skills they need, tools to borrow, network introductions, advice - virtually anything. Over 30 pitches made, with over 125 guests joining for a fun, heartwarming evening.

In 2016 only Fellows pitched, and concAUTION was marketed as a way for the community to meet, celebrate and support the Fellows. This shift in focus reinforced concAUTION as the 'flagship' event of the RADIUS Fellowship. Fellows and guests had rave reviews for the event. Attendees numbered 130 in 2016.

▶ **Going forward**, we plan on hosting concAUTION on a yearly basis and using it as a flagship event for the Fellows to be celebrated and supported. We plan to discuss the specifics of the format with the Year 3 Fellows. See Next Steps.

Other events: The RADIUS potluck was hosted with the dual intention of giving space to gather socially, and watching the live stream of an SFU-hosted discussion with Edward Snowden.

The Groundswell Gala - a celebration of social entrepreneurs and their project ideas - offered the chance to meet other social innovators in the community.

RADIUS also promoted individual Fellows' events and activities and took every opportunity to celebrate and raise the profile of the Fellows as individuals and as a cohort.

▶ **Going forward**, the frequency of events hosted by RADIUS for the RADIUS alumni, staff and immediate community will be increased in 2017. See Next Steps.



Program Design and Delivery Satisfaction

The post-Fellowship survey requested feedback from the Fellows on each individual session and each program component of the Fellowship.

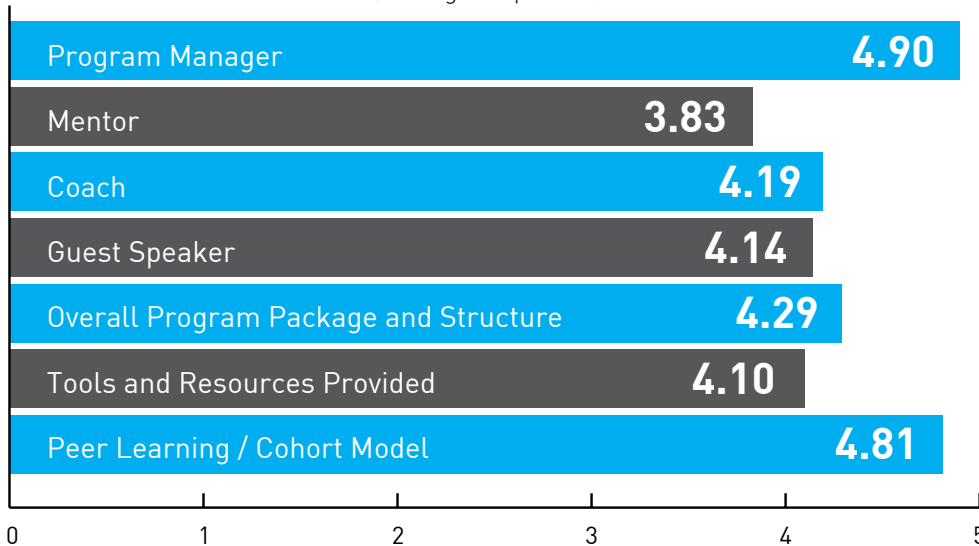
Average ratings of the sessions: **3.35/4*** **87%** of all sessions rated either **Good** or **Exceptional**

The highest rated sessions included: Opening Retreat (3.86), Closing Retreat (3.82), Design Thinking (3.71), and Growth Mindsets (3.68). On occasion we did find Fair or Poor ratings by individuals for certain sessions, and while this is disappointing it is not wholly unexpected for a program with such diverse backgrounds, skill levels, and areas of interest.

When asked about willingness to recommend the Fellowship to their network, we received an average score of **9.43** on a 10 point scale. When asked about willingness to recommend RADIUS generally to their network, the score was **9.62** on a 10 point scale.

In the graphic below, you'll find the responses to the value attributed to each program component. The highest ranked components were the Program Manager and the Peer Learning/ Cohort model, and the lowest ranked component was the Mentor, suggesting further work to structure a Mentor model that is more effective.

Value of Program Components
(Average responses)



* Using a scale of Exceptional = 4, Good = 3, Fair = 2, Poor = 1.

When asked for suggestions for improvement, Fellow responses fell primarily into four themes:

- (A) More social time
- (B) More opportunities to connect to RADIUS alumni
- (C) More time in general (i.e. a longer duration and/or longer or more frequent sessions)
- (D) Adjustments to specific sessions to be more practically oriented to project enhancement

▶ **Going forward**, we plan to host more workshops, speaker events, and social events with the goal to connect individuals within and between cohorts, and the rest of the RADIUS alumni and community. See Next Steps.

▶ **Going forward**, we'll continue to review the model, including the potential for a longer duration. In 2017, the Fellowship will consist of 18 weeks of programming, with the Closing Day happening a short while thereafter. Substantial changes to the model, including duration, would likely come with increased costs and need to be made in discussion with existing funders and partners, and only after we could complete some supportive market testing with the intended audience. See Next Steps.

▶ **Going forward**, we will provide feedback to every session host in an effort to continually improve the experiential sessions.



Ninety-five percent (95%) of the post-Fellowship survey respondents indicated that they had experienced new opportunities as a result of their participation in the Fellowship. These included new speaking opportunities, new contracts or employment opportunities, new collaborations, new business, new networks/connections, and new supporters.



“
RADIUS connected me with many wonderful, inspiring, generous and thoughtful individuals that are now very close friends. I feel supported in Vancouver, and I know that I can pursue any of my goals. Thank you RADIUS for providing an amazing program!
”

Personal Development Outcomes

Summary Result: Fellows reported enhanced average levels of satisfaction and wellbeing across a variety of measurements, and progress towards their personal goals. These combined metrics indicate an overall positive change in personal trajectory.

PERSONAL SATISFACTION AND WELLBEING

Using the pre- and post- surveys, Fellows ranked their personal satisfaction. The table below shows the average percentage improvement for each question.

Question

Please imagine a ladder with steps numbered from zero at the bottom to ten at the top. Suppose we say that the ladder represents your professional trajectory. The top of the ladder represents you living out your ultimate professional dreams and the bottom of the ladder represents underemployment and/or dissatisfaction at work. If the top step is 10 and the bottom step is 0, on which step of the ladder do you feel you personally stand at the present time?	+21%
All things considered, how satisfied are you with life as a whole?	+17%
Taking into account all aspects of your life, how happy would you say you are?	+10%
How satisfied are you with the support you get from your friends?	+7%
How satisfied are you with your personal relationships?	+4%
How satisfied are you with your professional relationships?	+16%
How would you describe your feeling of belonging to your local community?	+9%
How would you describe your feeling of belonging to your local social impact community?	+13%
How would you describe your feeling of giving back to your local community?	+5%
To what degree do you feel you have agency to make a living / build a career doing purpose-driven work?	+7%
To what degree do you identify as a changemaker / social innovator?	-4%

Only the final question does not indicate positive improvements. The small decrease in the degree to which Fellows identify as changemakers/social innovators could be attributable to pre-program answers being influenced by enthusiasm for having just joined the Fellowship as a 'changemaker/social innovator'. We are very curious to follow up and ask further questions about this result.

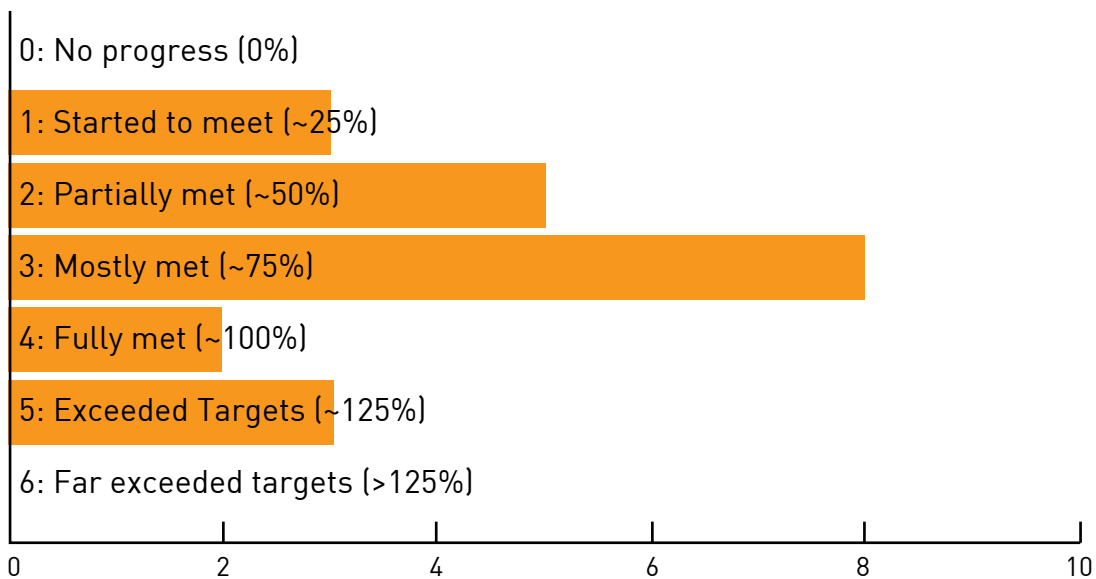


ATTAINMENT OF PERSONAL GOALS

Fellows were invited to identify up to four personal development goals at the beginning of the program. The achievement of these goals was self-assessed in the post-Fellowship survey.

Although not mandatory, most fellows did set personal goals. All respondents indicated some level of achievement towards meeting their goal(s) with 13/21 (62%) having mostly or fully met or exceeded their goals, and just 3/21 (14%) having only started to meet their goals.

Assessment of Personal Goal Achievement



Sample goals articulated by the Fellows in this section include:

- » “I want to be more compassionate towards myself.”
- » “New techniques to deal with stressful work environment.”
- » “Better work-life balance.”
- » “To refine and clarify my relationship with my projects.”
- » “Being more comfortable asking and sharing about myself & what I am working on.”
- » “To align my work with my passion.”

“

The RADIUS Fellowship was a truly constructive experience for me - building me up from the inside out - creating a community around me in which I felt empowered to practice the types of powerful personal growth that will allow me to prosper on my path to becoming an even more radical doer. ”

Based on these results, we concluded that the RADIUS Fellowship in Radical Doing is enabling positive developments in the personal trajectories of the Fellows. We see consistently strong results around most satisfaction and wellbeing metrics.

Individual Outliers: When considering aggregate scores, personal satisfaction and wellness increased from the start to the end of the Fellowship. There are however outliers where decreases can be seen. Personal circumstances cannot be fully controlled for and without much more intensive data collection from each individual, we can only hypothesize reasons for individual changes in life satisfaction and personal wellness and look at the larger patterns at this time.

Goal Setting Process and Measurement: Perhaps unsurprising in a cohort of ‘radical doers’, many were ambitious and set over periods much longer than the duration of the program, impacting their likelihood to be “fully met” during the Fellowship. Some Fellows had several goals; yet others changed with personal circumstances. Many goals were not easily measurable (e.g. “be gentler on myself”). Change - particularly within the personal development realm - takes time to initiate, take hold, and even be noticed by the individual. With all these factors considered, seeing data that confirms each Fellow made at least some progress forward is encouraging.

▶ **Going forward,** we will adjust personal goal setting to ensure at least one measurable short term goal for the duration of the program, aligned with other medium-, and long-term targets. See Next Steps.



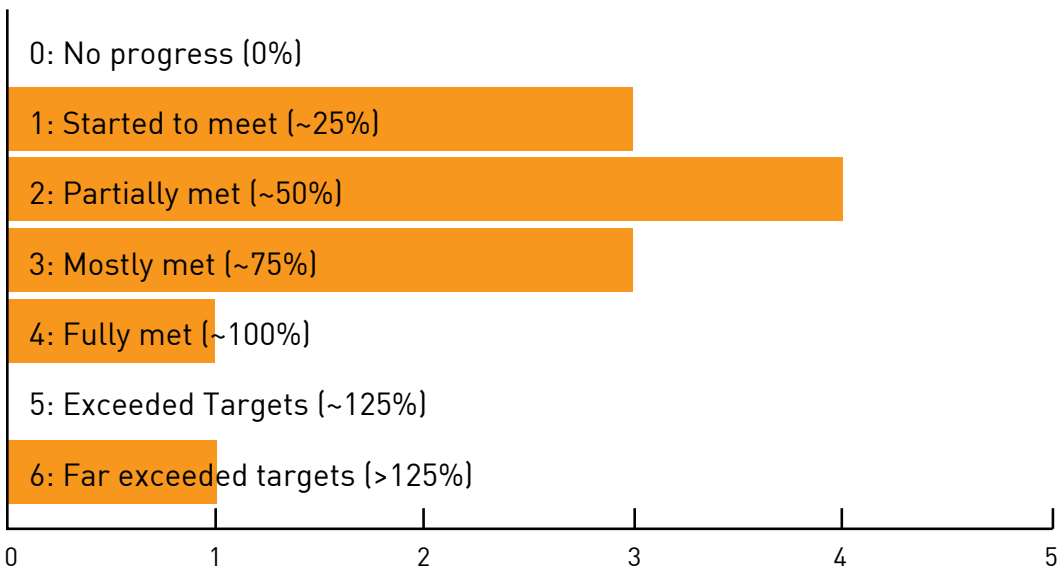
Project Development Outcomes

Summary Result: Over the course of the Fellowship, Fellows made progress on project goals.

ATTAINMENT OF PROJECT GOALS

Not all Fellows had specific projects or ventures in development; however, among Fellows who did articulate project goals, all indicated progress towards those goals over the course of the Fellowship. Of this selection, 4/12 (33%) indicated that they mostly or fully met, 7/12 (58%) indicated that they started to meet or partially met, and one individual indicated that they far exceeded their project goals.

Assessment of Project Goal Achievement



Examples of project goals articulated include (project names removed):

- » “Connect with those interested in collaborations, partnerships or referrals.”
- » “Shift to online revenue streams.”
- » “Develop workshops.”
- » “Restart Youtube channel”
- » “Get testing done for [project]; find business potential in it.”

Based on this data, we can conclude that for Fellows actively working on projects or ventures, the program is helping to advance their work. It is possible that some Fellows may have been focussed more on professional or career-related goals, and may not have associated this focus as a 'project'. In any case, we anticipate that each Fellow is applying their learning in their professional lives, and to future projects.

While we must be careful not to over-attribute impacts to the RADIUS Fellowship, we are encouraged by the positive, tangible impact that Fellow's projects are having on society. Sixty-seven percent (67%) of respondents with projects indicated that their project had already had some positive social, environmental, or economic impact on society.

We remain curious about whether we may have more impact by further scoping our intended audience, recruiting and selecting for those that have clear projects to advance. That said, the overall willingness to recommend both the Fellowship Program, and RADIUS more broadly remained high whether Fellows specified a project or not, indicating no perceived 'loss' for those without one specific project to work on.

▶ **Going forward**, we plan to adjust our project goal-setting approach to request specific short term goals set for the duration of the Fellowship. We close our 2016 year with an open question about whether or not we should move towards only supporting Fellows with a clear project to advance, and this will require some strategic analysis and planning as we begin the 2017 application process. See Next Steps.



Network Development Outcomes

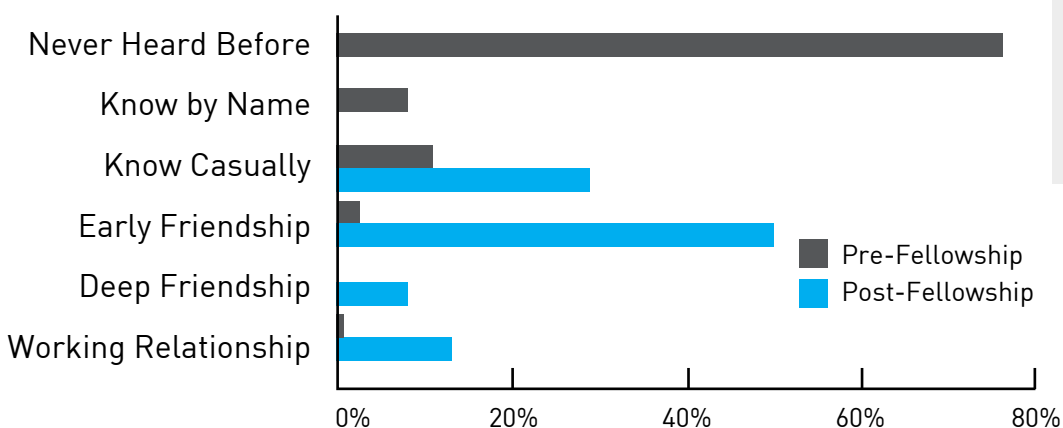
Summary Results: The results indicate that in some cases the Fellowship strongly contributed to network enhancement, and in others we can see areas for improvement both in our programming and also our data collection and analysis.

RELATIONSHIPS WITHIN THE COHORT

In an effort to understand the strength of the network being developed within the Fellowship cohort, the pre- and post- survey asked Fellows about their relationship to each of their cohort peers. Pre-Fellowship, there were very limited relationships. Post-Fellowship, relationships have shifted substantially into friendship and collaborator categories.

When asked, “To what degree do you expect to remain in touch with some of your cohort members?”, 95% selected ‘Absolutely!’ and the remaining 5% selected ‘Very Likely.’

When asked if the Fellows were collaborating with other cohort members, 71% of the respondents indicated at least one collaboration with another cohort member.



“
*I came knowing
no one, I left with
a new family.*”

We were pleased to see the degree of positive shifts in relationship within the 2016 Fellows cohort and feel confident that each Fellow has a number of new relationships to help sustain them in the difficult work ahead.

▶ **Going forward**, we plan to continue to design and host the Fellowship in such a way that relationship within the cohort deepen and continue beyond the Fellowship in myriad ways. Elements associated with this are continuing the mandatory overnight Opening Retreat, offering space for additional social time each week, and continuing to set up and lightly curate online chat/social forums for the Fellows to share ideas, events, and resources, support one other, and generally connect outside of the official sessions. See Next Steps.

BROADER NETWORK DEVELOPMENT

Our pre- and post- surveys asked Fellows to indicate which organizations in the region they had professional connections to. Our goal was to track both the number of new connections per Fellow, identify the most highly-connected organizations, and also to notice the change in network characteristics across the broader ecosystem.

Of note: We significantly changed our data collection in 2016 in an effort to streamline a very resource intensive 2015 network evaluation process. Unfortunately we believe this compromised the usefulness of the data from this cohort, particularly with respect to external network connections in the broader ecosystem. We are committed to revisiting this to improve for 2017 onward.

Fellows in the 2016 cohort reported an average increase in 7 new connections to organizations over the course of the Fellowship. This is significantly lower than the average number of new connections in the 2015 cohort (45), despite what we perceive to be improvements in the program and strong qualitative responses from the cohort. Later in this report we share our thoughts on how the changes we made to our data collection methods contributed to this.

The Top 15 organization nodes as identified by the Fellows are shown below:

Pre-Fellowship

RADIUS SFU (13)
The HiVE (11)
CityStudio (9)
City of Vancouver (9)
David Suzuki Foundation (7)
Hollyhock (7)
SFU Centre for Dialogue (7)
BCIT (6)
Ecotrust (5)
HUB Cycling (5)
Groundswell (5)
Maker Lab (5)
McConnell Foundation (5)
MEC (5)
Metro Vancouver (5)
SFU Public Square (5)

Post-Fellowship

RADIUS SFU (19)
The Amp (12)
The HiVE (11)
Vancity (11)
Groundswell (11)
CityStudio (8)
City of Vancouver (7)
David Suzuki Foundation (6)
Maker Lab (6)
Potluck Café (6)
SFU Beedie School of Business (6)
SFU Centre for Dialogue (6)
SFU Sustainability Office (6)
Vancouver Design Nerds (6)
Vancouver Foundation (6)

The 2016 survey was the first experiment in measuring changes in relationships with RADIUS staff members and with program alumni. While we saw positive changes related to relationships with staff, we saw very little shift in relationships with the 2015 Fellows.





We have mixed results, and likely bad data, from our analysis of overall network growth between the cohort and the broader social innovation community. In Year 1 of the Fellowship, we uncovered impressive results showing new connections and substantial visually apparent changes in the network map when comparing pre- and post-Fellowship. Our data collection approach over the past two years is described below:

YEAR 1 PROCESS

In Year 1, the method for collecting this data was an in-person network mapping session. Each Fellow mapped out their network connections on poster paper, which were then displayed for other Fellows to view and comment upon. Fellows were then provided the opportunity to add additional connections to their own posters if seeing those of their peers sparked their memory about additional connections. These posters were then collected by our evaluation team and manually entered to obtain the pre-Fellowship data. The post-Fellowship data in Year 1 was then obtained by online survey, asking Fellows to click which of the 40 network nodes (generated from the top results in the pre-Fellowship survey collection) they were connected to, and left an open answer box to add in further connections. The benefit of this approach was rich data, but the process was very resource intensive. The average number of new connections in cohort 1 was 45.



YEAR 2 PROCESS

In an effort to streamline the data collection in Year 2, we modified our data collection approach to a fully online version, using surveys to collect pre- and post-Fellowship results. On the pre-Fellowship survey for the 2016 Fellows, we offered up 72 of the network nodes which were most often mentioned in the year prior (all nodes that were listed by 5 or more Fellows in Year 1). Each respondent could select as many of those 72 network nodes as they felt appropriate, and then could enter in additional nodes in an open text box. For the post-Fellowship survey in Year 2, we brought forward the top 40 nodes from the results of the pre-Fellowship survey just a few months earlier, and again provided an open text box to add in additional node names. The average number of new connections in cohort 2 was only 7.

Network analysis is hard. We have met with many experts and reviewed many other approaches, and continue to learn. One of our biggest take-aways with the 2016 evaluation is the need to revisit our methods of data collection. It's particularly apparent to our team when comparing the data of the two years' network connections. Our attempt to streamline the data collection of network nodes into a more automated process certainly saved time, but did not generate the same type of results as the in-person data capture of all Fellow's network connections.



“
*RADIUS has helped me opening doors
in the social impact space. I know more
individuals and feel personally more
connected to the people in this space.*”

We recognize the need to allocate more time and resources to tracking our impact on Fellows over time - one and two years after completion of the program, if not longer. This relates not only to the development in their personal trajectories, their projects, and their personal networks, but it also relates to how we track the changes in the broader local social innovation networks. We are pleased their self-reported satisfaction is positive, however we are unable to effectively compare results between years or speak with rigour to our broader impact on the ecosystem in 2016. We look forward to correcting this in 2017.

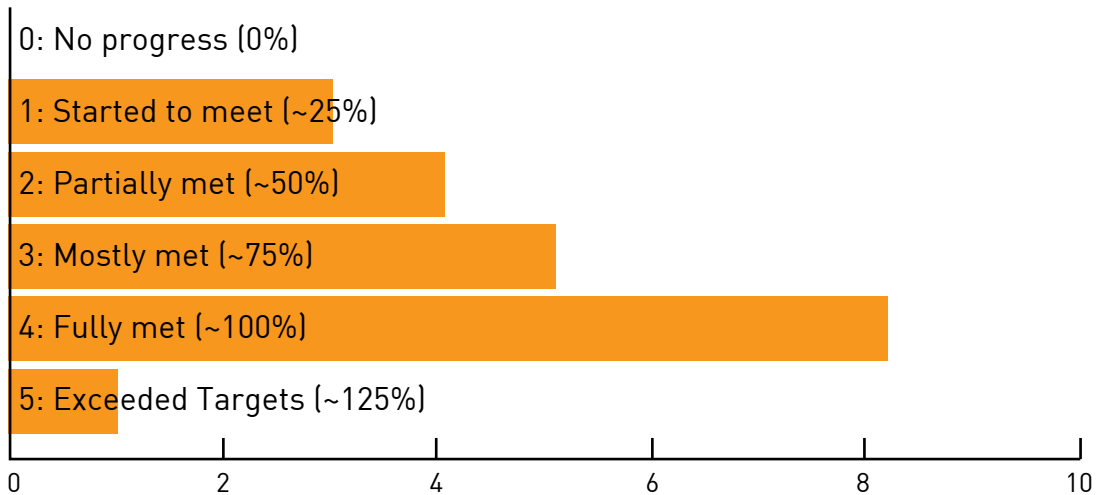
▶ **Going forward** we are focused on better understanding network science, how data can be reliably tracked, analyzed, and shared with others, and how to track network impact over time. We plan to return to in-person collection of the network nodes at the beginning of the Fellowship, and are exploring the feasibility of a similar in-person session and/or individual interviews with Fellows at the end of the Fellowship. RADIUS is undergoing an organization-wide process to identify key metrics necessary to track our impact over time, and this will inform our longitudinal data collection approach as we follow up with increasingly more alumni.



ATTAINMENT OF NETWORK DEVELOPMENT GOALS

Although the adjustment in data collection made it difficult to report with confidence the Fellowship's broad network development results, Fellows self-reported strong results related to their network goal achievement. As with the Personal and Project Goals, in the post-Fellowship survey we asked the Fellows to list their network-specific goals, and rate their level of achievement.

Assessment of Goal Achievement



Sample network goals include:

- » "I wanted to connect and develop strong friendships with the community of changemakers in Vancouver"
- » "Meet more people working in the social impact scene."
- » "I wanted to meet new people doing interesting things, learn about their work, expand my knowledge base and figure out who to reach out to for certain things."
- » "To identify and connect with potential mentors and collaborators in the city."

These are promising results, as we can see the highest numbers of respondents within the 'Fully Met' (8). We found it interesting to observe some lower-than-expected metrics on the number of new connections in the section prior, yet better results related to network goal achievement than both the Personal and Project Goals. This is another reason we suspect our data collection methodology requires deep examination before cohort 3.

Going forward, we plan to request a specific time-bound network-special goal for each Fellow, much like we have discussed with both the Personal and Project Goals earlier in this report.

“

Thanks to RADIUS I now feel deeply connected to a community of like-minded individuals in my city. It can be hard to find 'community,' especially in such transitional times in life. ”

Next Steps for the Fellowship

The results from the first two years of the Fellowship show the program as constructed is broadly fit for purpose, and needs tweaks more than major changes. Based on feedback from Fellows, staff, and other supporters, we've summarized our 2016 thoughts in three main categories: what to keep; what to adjust; and open questions.

WHAT TO KEEP

- » **Accessibility (fee structure):** We are pleased with the pay-what-you-can model, and will add additional increments to the fee options. We will improve clarity to the bursary application based on feedback. RADIUS firmly believes that access to financial resources should not be a barrier to participation in our programs wherever possible, and we are grateful that we had the backing of several funding partners to make these bursaries available.
- » **Focus on diversity of lived experience:** We believe that the cohort experience and the overall impact on society is made stronger by involving participants with a variety of lived experiences. We feel satisfied with our ability to reach and engage participants across a variety of cultural backgrounds, gender expressions, sexual orientation, financial means, languages spoken, and lived experience with physical and mental health barriers.

We believe that these results are partially due to the accessibility of the program, both financially and with regards to time commitment. We also believe that our recruitment and selection process was effective in reaching beyond the traditionally privileged groups within our society. We intend to retain this intentional focus, and continue to seek advice about how to be even more effective in this regard. We also found it effective to have alumni play a role in reviewing the applications, as it added new perspectives.



- » **Opening retreat:** The addition of a mandatory overnight retreat in 2016 was very positive. Energy and enthusiasm at this retreat were phenomenal, as was the willingness to be vulnerable with one another. The relationships and energy fostered early on sustained into the main body of the program. By covering participant costs, car-pooling, and providing advanced notice, we reduced most hurdles which could prevent individuals from attending.
- » **Curriculum content and flow:** The majority of the existing content and flow are appropriate and useful. As we move into planning for 2017 we imagine some small tweaks to the content, flow, and guest list, but do not plan to make significant overhauls in this category.
- » **A dedicated event for the RADIUS Fellows:** The 2016 Fellows were the presenters at the concAUTION event, where 130 community members celebrated and supported the RADIUS Fellows. We feel confident that a dedicated event for the Fellowship is a positive step, and are open to ideas regarding the format.



“

The RADIUS Fellowship was this amazing experience of personal growth for me. I feel like I've accomplished the hardest part of growth, the beginning, and I now have the tools to continue and create positive change in myself and my community.

”



WHAT TO ADJUST

- » **Goal setting:** One key element of our evaluation in 2016 included asking the Fellows to what degree they felt they attained their goals within the three developmental areas: personal, project and network. Not all Fellows had clearly articulated goals in each area, and many goals were not specific, measurable, or time-bound to the duration of the Fellowship.

In order to allow for clearer reporting in this area, we plan to implement a system by which each Fellow will set at least one specific, measurable goal within each developmental area, time-bound to the end of the Fellowship. RADIUS staff will collect goals from all Fellows near the beginning of the Fellowship, and create infrastructure for each Fellow to pause for check-in against their goals at points throughout, including during the post-Fellowship survey. We believe that this will allow for better data regarding the impact that the Fellowship is having on each Fellow.

- » **Mentorship, coaching, and other professional support:** Those Fellows who utilized the coaching and mentorship support indicate they felt value from the existing models, and yet we know there is room for improvement.

In the case of the coaching support, Fellows who used the coaching support reported a reasonably high (4.19 on a 5 point scale) level of satisfaction. Some Fellows opted out of the coaching support, due in part to perceived limited benefit from a coaching model with so few sessions (two one-on-one sessions are offered). We believe that coaching engagements which span more than two sessions would serve the Fellows better. To date we have relied on pro-bono coaching from a single or small group of coaches, who cannot reasonably provide the desired number of coaching hours. In 2016 we experimented with a group model as one mechanism to address this, and we will need to continue to find ways to allow for effective coaching.

In the case of mentorship, the 2016 adjustment yielded better but still disappointing results. Relatively few Fellows engaged in this support, and many of the requests made were for professional (short-term) advice, rather than investing in longer mentorship relationships, though it is difficult to tell which relationships may yet develop. Going forward we will look at whether RADIUS can provide a pool of professional service 'coupons' for providers in areas such as marketing and branding, legal, social media, and other project management or business support, to fill the expressed need for professional support and advice. In addition, we plan to do research on other mentorship models in an attempt to find one that is both attractive and supportive to the Fellows.

- » **Network development across cohorts:** In 2016 we made very little headway in terms of connecting individuals between the two Fellowship cohorts. Going forward, we plan to create new opportunities for fostering connections socially and professionally between cohorts and across RADIUS more generally.
- » **Network data collection:** We need to design new approaches to data collection and modelling to assess the short, medium, and long term impacts on the broader ecosystem, and are looking to external experts for advice related this question. We acknowledge we have substantial learning to do, and aim to have a much stronger system in place for data collection at the start of Fellowship cohort 3 (2017). As discussed earlier, initial plans for this include returning to in-person data collection of the network nodes at least at the start of the Fellowship, and potentially also at the end of the Fellowship. Finally, we will bring more clarity and rigour to our definition of a network node, and ensure that each Fellow is working from the same understanding.



“

I have deep friendships coming out of the RADIUS Fellowship program, that I know will be life-long friends.

”



OPEN QUESTIONS

The following are a list of the key open questions that we sit with as we close out our second year of the Fellowship. Initial thoughts and timelines are shared below.

- » **What is the ideal target audience for the RADIUS Fellowship in Radical Doing?**
In order to maximize the Fellowship's impact on society, does it make sense to:
 - > **target a more specific region, issue area, or career stage; and/or**
 - > **only invite Fellows with tangible projects they plan to advance?**

In 2016 we experimented with tightening the scope around career stage for the Fellowship, and believe that this was a good initial step. Further scoping of the target audience is under consideration, and embedded within a broader discussion of RADIUS' evolving mandate. We plan to adjust the Fellowship application to push for a more explicit description of the applicant's current and emerging projects. This will allow for better information with which to make decisions on the individuals we invite to the Fellowship.

- » **Would the program be more effective if it were longer in duration, more intensive, and/or had higher expectations from the participants (e.g. more work between sessions)?**

Additional market research is needed here to help inform any substantial changes to the model. The current 4-month model was built using the research conducted in 2014-2015, and seems fit for purpose at this time. Any significant changes would impact the program's overall costs, and thus would only be possible after identifying the corresponding revenue sources.

- » **How can we target, monitor and accurately attribute changes in the broader social innovation network within the region?**

RADIUS has initiated a strategic planning process to examine and determine the next evolution of the organization's work. Naturally, the Fellowship will need to ensure alignment and progression towards the desired social changes of the broader organization, and work towards measuring and monitoring the relevant metrics.

Appropriate attribution of impact is a common struggle for organizations and programs working within an education and personal development space, as it is extremely hard to account for the plethora of personal circumstances, societal pressures (helping and hindering forces), timing, and other conditions.

In conclusion

In reviewing the outcomes of our Fellowship in Radical Doing Program, there is so much to be happy about, and thankful for. We strongly feel that the RADIUS Fellowship is a uniquely positioned and impactful program, offering benefit to changemakers and to society more broadly. We're excited by the 2016 outcomes and look forward to the years ahead.

Of course, we do not do this work alone, and would like to close with our thanks to the many groups and individuals who have helped to establish, enhance, and support this program. This includes our host university, Simon Fraser University and in particular the Beedie School of Business, where RADIUS calls home. We're thankful to all our funders, mentors, coaches, workshop hosts, speakers, contractors, partners, alumni and other community members who offered support to our team and our Fellows. In particular, we'd like to thank Meredith Egan of Wild Goat Executive Coaching for the substantial number of hours dedicated to coaching our Fellows in the past two years.

We're indebted to all of our volunteers who helped in myriad ways, from reviewing applications to supporting events, and of course we're thankful for the many individuals who attended concAUTION with such generous spirits.

The RADIUS Fellowship program would not exist at all, if it were not for the vision and perseverance of Jennifer McRae to imagine, pitch, and then build it, and for the support of many in its design, including Sue Biely in Year 1. Carrying the torch into Year 2, Tamara Connell played an instrumental role in shaping and delivering the program, and moving toward financial resiliency. Behind the scenes, Shawn Smith, RADIUS Co-Founder and Director has helped keep the Fellowship program dream alive, successfully stewarding many relationships, budgets, and other operational necessities. And finally a thanks goes out to the entire RADIUS team past and present for the solid support this year and last - Donovan Woollard, Maggie Knight, Kiri Bird, Rebecca Konsolos, Rizwan Qaiser and Tovah Paglaro.

A deep bow to you all. Thanks for being radical.



With thanks to:

FUNDERS AND SPONSORS:



Ministry of
Social Development
and Social Innovation

GUESTS, MENTORS, AND COACHES:

Meredith Egan
Graham Gilley
Simon Goland
Maggie Knight
David Kohler
Selena McLachlan

Ajay Puri
Darcy Riddell
Brian Saul
Elaine Su
Kate Sutherland
David Tunnah

ADDITIONAL SERVICE PROVIDERS AND VOLUNTEERS:

Kiri Bird and Alexander Dirksen: Data Collection and Synthesis

Sara Blenkhorn: Event Support at concAUTION

Jackie Dives: Photography

Dan Fleming: Videography

Tina Mohns: Event Support at Closing Retreat

Kristopher Schmitz: Photography

Shea O'Neil, Maya Goodwill, Kyle Empringham, Devon Carr, and Debbie Yeh:

Application Review Volunteers

Rizwan Qaiser, Anna Migicovsky, Negar Naghshinepour, Amar Badh, Sara Moreheart,

Miranda Maslany, Debbie Yeh, and Tony Jiang: concAUTION Volunteers

* Photos within this report are all by Jackie Dives. JackieDives.com



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