

The RISE Urban Leadership Fellows Program engages selected leaders with demonstrated capacity to bring impact and change to urban neighborhoods. RISE Fellows are offered the next phase of their development and training, enabling them to lead more effectively in the face of the complex, contentious, and seemingly intractable challenges present in their communities.

APPROACH TO LEADERSHIP DEVELOPMENT

The RISE Fellows Program uses an adaptive leadership approach that requires active engagement and deep reflection. The program focuses on the personal and professional development of each Fellow through intensive forums, development and implementation of a self-selected community project, and coaching and peer learning throughout the fellowship year.

Adaptive Leadership

The adaptive leadership approach was developed at Harvard's Kennedy School. This approach makes a fundamental distinction between technical problems and adaptive challenges. Technical problems are characterized as those for which there are known solutions that can be implemented. Adaptive challenges, however, can only be addressed through changes in people's priorities, beliefs, habits and loyalties. Understanding this distinction is a critical feature of the adaptive leadership approach, and thus, a distinguishing feature of the RISE Fellows Program from other leadership and training programs you may have participated in before or are familiar with. *Simply put, the adaptive leadership approach is the practice of mobilizing people to tackle tough challenges and thrive.*

STRUCTURE OF THE PROGRAM

Forums

The RISE Urban Leadership Fellows Program has four (4) intensive forums over the course of a year. Each forum is 3.5 days long. All the forums are co-designed with the Leadership Institute at the University of San Diego (USD) and hosted by USD's School of Leadership and Educational Sciences.

Professionals with experience in community development, leadership, civic engagement, non-profit management, counseling/psychology, and related fields are present at all four program forums. These faculty, presenters, and coaches:

- facilitate group process and dialogue;
- conduct leadership development training;
- build technical capacities for effective action;
- offer professional mentoring/coaching; and,
- work within an adaptive leadership framework.

Community Project

In addition to attending the four forums, each fellow is responsible for either enhancing or creating a project that addresses a very specific issue or need in an urban community of San Diego that s/he serves or aspires to serve. The program is structured to encourage fellows to draw on faculty,

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community leaders, and their cohort of fellows for learning and support as they develop and implement their community projects.

Cohort Engagement

Central to the RISE Fellows Program is a cohort model of learning. In addition to individual development, the aim is to help the entire fellowship class rise to an optimal level of excellence together. By selecting a dynamic and diverse class of fellows, the program aims to foster a learning environment that will enrich dialogue and the overall learning experience. RISE Fellows will explore collective leadership whereby each contributes to creating a whole that is greater than any one leader can foster alone.

Learning Objectives & Expectations

By participating in this program, RISE Fellows will learn how to:

- Become more effective leaders by working on their own personal and professional growth;
- Develop projects that bring innovative and creative approaches to urban issues;
- Document efforts publicly through some mix of social media, blogs, videos, photography, reports, film, music, and/or books; and
- Create sustainable networks of action with other RISE Fellows and allies across the region and beyond.

As a participant in this program, RISE Fellows will be expected to be open to:

- Difference of views and perspectives among their cohort, faculty, presenters, and coaches; and,
- Vulnerability and challenging of one's own notions on leadership and civic engagement.

ADMINISTRATION AND FACULTY

RISE San Diego is collaborating with USD's Leadership Institute, part of the School of Leadership and Education Sciences (SOLES), to deliver the RISE Urban Leadership Fellows Program.

Program Leads

- Meenakshi Chakraverti, *Director, Leadership Institute, University of San Diego*
- Dwayne Crenshaw, *Chief Executive Officer, RISE San Diego*
- Zachary Green, *Professor of Leadership Studies, University of San Diego*
- Tony Young, *President, RISE San Diego*

Faculty

Under the direction of Dr. Zachary Green, a core faculty of PhDs and professional coaches with a wealth of expertise in leadership studies and community change will work hand-in-hand with fellows every step of the way in grasping and growing from the program's adaptive change leadership approach.