

Grant Outcome Report

National Urban Fellows: Bringing Diversity to Leadership Positions in the Nonprofit and Government Sectors

Executive Summary

The New York State Health Foundation (NYSHealth) serves as a mentorship site for the National Urban Fellows (NUF) program. The NUF program matches multi-ethnic, multicultural mid-career women and men with nonprofit and government organizations across the country, with the goal of fostering leadership skills. Fellows receive a Master of Public Administration upon completion of their mentorships and academic requirements. From 2006-2014, a fellow has worked with staff at NYSHealth on several projects designed specifically for their mentorship year.

The Problem

A report released by the Urban Institute in May 2008 details a demographic breakdown of 1,862 nonprofit boards across the country. Researchers found that 83% of board members are white, 9% are black, and 4% are Hispanic, with the balance comprising other ethnic and racial groups. Comparatively, 2008 U.S. Census estimates list 12.4% of the population as black/African-American, and 15.4% as Hispanic/Latino, highlighting the lack of diverse representation in upper echelons of the nation's nonprofits.

NYSHealth is committed to promoting diversity and leadership within the fields of health care and philanthropy. The NUF program and others similar to it continue to serve as a pipeline for organizations seeking to cultivate emerging leaders of color who are traditionally underrepresented in leadership positions and are passionate about public service. NYSHealth's participation in the NUF program helps prepare potential leaders who are interested in pursuing careers in philanthropy and the health care industry. Effective leadership in these fields will ultimately lead to more effective policymaking, programs, and organizations working to improve the health of communities in this country.

Grant Activities and Outcomes

The NUF curriculum started with a summer semester of coursework on campus at the City University of New York Baruch College School of Public Affairs. Fellows were then paired with a mentor site for a nine-month,

KEY INFORMATION:

GRANTEE

National Urban Fellows

GRANT TITLE

National Urban Fellowship

DATES

2006-2014

GRANT AMOUNT

2006: \$60,000	2007: \$67,000
2008: \$126,000	2009: \$126,000
2010: \$140,000	2011: \$70,000
2012: \$70,000	2013: \$70,000

full-time mentorship program while completing online coursework. There was a final summer semester on campus after completion of the mentorship. The 42-credit degree program included the following classes: Introduction to Public Affairs; Communications in Public Settings; Budgeting, Accounting and Financial Analysis; Research Analysis I & II; Organizational Management; Policy Analysis; Public Management; Economics; and Administration of Nonprofits. Fellows also complete a final thesis project.

To maximize each fellow's talents while also providing a rich learning experience, NYSHealth assigned concrete projects and goals to allow fellows to focus their time and energy. Connecting the fellow's interests and existing skill set with opportunities to grow, expand, and attain new competencies made for a fulfilling experience for the fellow, as well as for the mentoring organization.

NYSHealth's role in the NUF fellow's program experience concluded at the end of the nine-month mentorship program. The fellow's experience at the Foundation served as an opportunity to build their leadership capacity and to foster new professional relationships with staff members and others in the field.

NYSHealth's support of the NUF program has given mid-career professionals of color the opportunity to build their grantmaking and organizational development skills while concurrently pursuing their Master's in Public Administration degree.

2006 • George Suttles was the first fellow assigned to NYSHealth. As such, he was involved in multiple facets of the newly formed Foundation, including developing its grants management system, instituting a friendly customer relations strategy, and establishing a grants review process that would ensure efficiency and fairness. George became a critical team player in the fabric of the organization and was offered a full-time position with the Foundation as a Grants and Outreach Coordinator after graduating from the program.



2007 • Nurys Camargo, the 2007-2008 NUF fellow assigned to NYSHealth, helped launch two of the Foundation's priority areas: Diabetes and Integrating Mental Health and Substance Use Services. She also coordinated and managed the Foundation's first-ever grantee meeting attended by more than 150 health experts and community leaders who gathered to learn about NYSHealth's grantee accomplishments and lessons learned. She was instrumental in establishing the Foundation as a convener and grantmaker. After Nurys graduated from the program, she accepted a job offer with Massachusetts Bay Community College as the special assistant and chief policy advisor to the president.

2008 • Laura Herrera was the 2008-2009 fellow assigned to NYSHealth. Laura helped to manage the Special Projects Fund grantmaking initiative at the Foundation. She provided technical assistance and guidance to prospective grantees and new grantees. After graduating from the program, Laura completed a paid internship in the anthropology division of the American Museum of Natural History in New York.

2009 • In the 2009-10 cycle, NYSHealth hosted two NUF fellows:

Antonio Cardona worked with the Foundation's President and CEO, Dr. James Knickman, on developing the organization's balanced scorecard and improving scorecard results. In addition, Antonio worked closely with program staff on issues related to community health workers and the Foundation's community engagement efforts. After graduating from the program, Antonio became the Director of Public Allies Twin Cities at Pillsbury United Communities in Minnesota.

The second 2009 fellow, Tonya Edwards, worked with the NYSHealth Diabetes Campaign, a special initiative of the Foundation focused on improving diabetes care for New Yorkers. Tonya worked closely with the diabetes team on policy and outreach issues. After graduation, she went to work as a voter education coordinator for the Broward County Supervisor of Elections in Florida.

2010 • In the 2010-2011 cycle, NYSHealth hosted two fellows again:

Dr. Lisa Rawlings, played an integral role in successfully launching and managing the *Meeting the Mark: Achieving Excellence in Diabetes Care* request for proposals. She also identified opportunities for potential investments in sustainable community-based strategies that address social determinants in health such as housing and education. After graduating from the program, Dr. Rawlings was an adjunct professor at Baruch College in New York and then went on to become a special assistant to the director of the Court Services and Offender Supervision Agency in Washington, D.C.

The second 2010 fellow, Joe Frazier, was placed at Lutheran Medical Center, a NYSHealth grantee, to assist with the transition of the St. Vincent Hospital's homeless program into Lutheran Medical Center's program and to help manage the startup of the Red Hook community health center site in Brooklyn. After graduating, he was selected to the competitive and prestigious Presidential Management Fellow Program with an assignment at the Department of Veterans Affairs.

2011 • Ebony Meeks, the 2011-2012 fellow, contributed to the Foundation's evaluation and learning projects, helped inform the Foundation's oral health strategy, and worked alongside program staff on research for the primary care planning strategy, including gathering and assessing data from the literature related to rural health, workforce issues, and behavioral and oral health integration. After graduating, Ebony became a research and communications specialist at the Council of Turkic American Association.

2012 • Sharae Brown, the 2012-2013 fellow, played an integral role in several grantmaking efforts. She worked on the development of a request for proposal for the diabetes synthesis project, which informed

the Foundation's efforts in improving diabetes prevention. Sharae also worked with the NYSHealth chief program learning officer on researching effective programs and models that improve the health and life outcomes of transition-age youth with mental illness. She was largely involved in the NYSHealth team that coordinated the Foundation's response to Hurricane Sandy, and led an internal committee to create the framework for and launch of Community Connections, an organization-wide initiative designed to increase NYSHealth's connection to communities and regions throughout New York State. After graduating, Sharae became senior project manager for Graduate NYC! at Research Foundation of CUNY.

2013 • Tomas Baez, the 2013-2014 fellow, supported the Foundation in a myriad of ways, including supporting work on the organizational scorecard and other evaluation projects, organizing convenings with stakeholders, and strengthening an organization-wide initiative for staff members to increase their knowledge and broaden their connection to communities and regions throughout New York State. For his culminating project, Mr. Baez developed a capstone, "Investing in Place-based Initiatives in New York State: A Roadmap for Creating Enduring Change." His capstone provided a series of recommendations for successful implementation of place-based initiatives targeting obesity and chronic disease-related illnesses based on relevant work carried out by the California Endowment, the Colorado Health Foundation, and the Kate B. Reynolds Charitable Trust.

Lessons Learned

Throughout the course of the fellowship, fellows were given the opportunity and were specifically encouraged to engage in open communication with members of NYSHealth's senior management team, who also served as mentors. This environment helped fellows develop and improve upon their leadership skills to become dynamic, mission-driven, results-oriented strategic planners. Opportunities for creative collaboration, as well as analytical work, helped the fellows resolve issues creatively, manage work effectively, and improve their verbal, writing, and listening skills.

Working on specific projects in close collaboration with senior staff and mentors allowed the fellows to gain valuable professional experience and hone leadership skills that serve them well over the course of their careers. Participants reported that the fellowship experience strengthened their commitment to public service and their passion to work for equity and social justice.

The Future

NYSHealth supported the NUF program from 2006–2013. NYSHealth continues its commitment to promote and foster diversity within its organization, as well as in the fields of health and philanthropy. Starting in 2014, NYSHealth has supported summer internships at the Foundation and other nonprofits through its grants to Health Career Connection, a national nonprofit organization that provides undergraduate students from under-represented or disadvantaged backgrounds with internship placements in health care and public health organizations.

BACKGROUND INFORMATION:

ABOUT THE GRANTEE

National Urban Fellows (NUF) is a leadership development organization founded to counter the underrepresentation of people of color and women in leadership positions. NUF identifies, recruits, and develops multiethnic, multicultural mid-career women and men who have the potential to make an impact in identifying issues, shaping solutions, and developing policies. stipend; health insurance; a book allowance; relocation and travel reimbursement; and full payment of tuition in addition to their ongoing personal and professional development.

GRANTEE CONTACT

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