

Innovation Network for Communities

Close of Grant Report

October 29, 2009

THANKS!

What We Set Out to Do

Mission: To develop and spread scalable innovations that transform the performance of community systems.

Individual Innovations

Accelerate development of a portfolio of innovations using a stage-gate model

Networks

Demonstrate the feasibility of “innovation production networks” – the use of networks to more rapidly and more effectively develop innovations for communities within a field

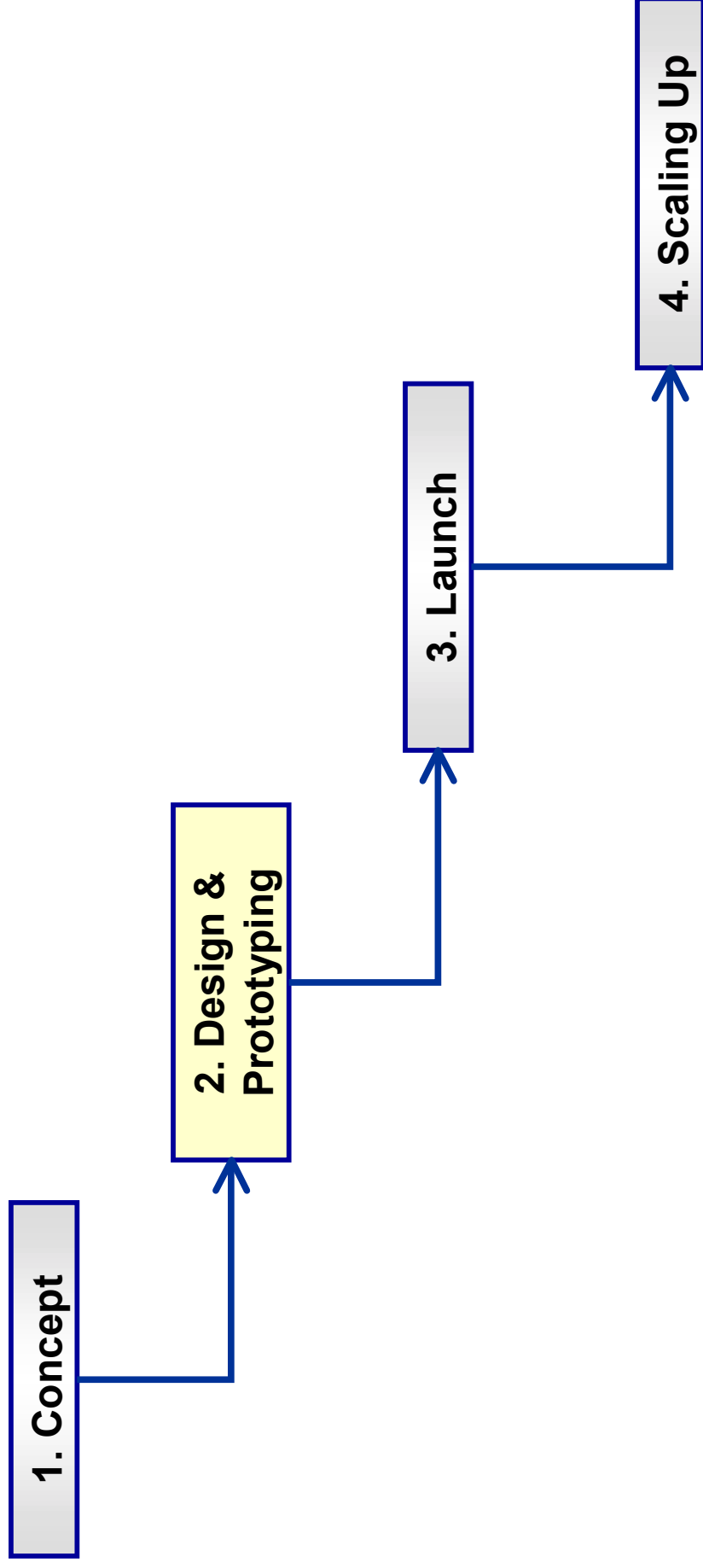
Community Capacity

Explore how to support communities in developing their capacity to generate/adopt systemic innovations

Information Products

Develop information tools that help community innovators

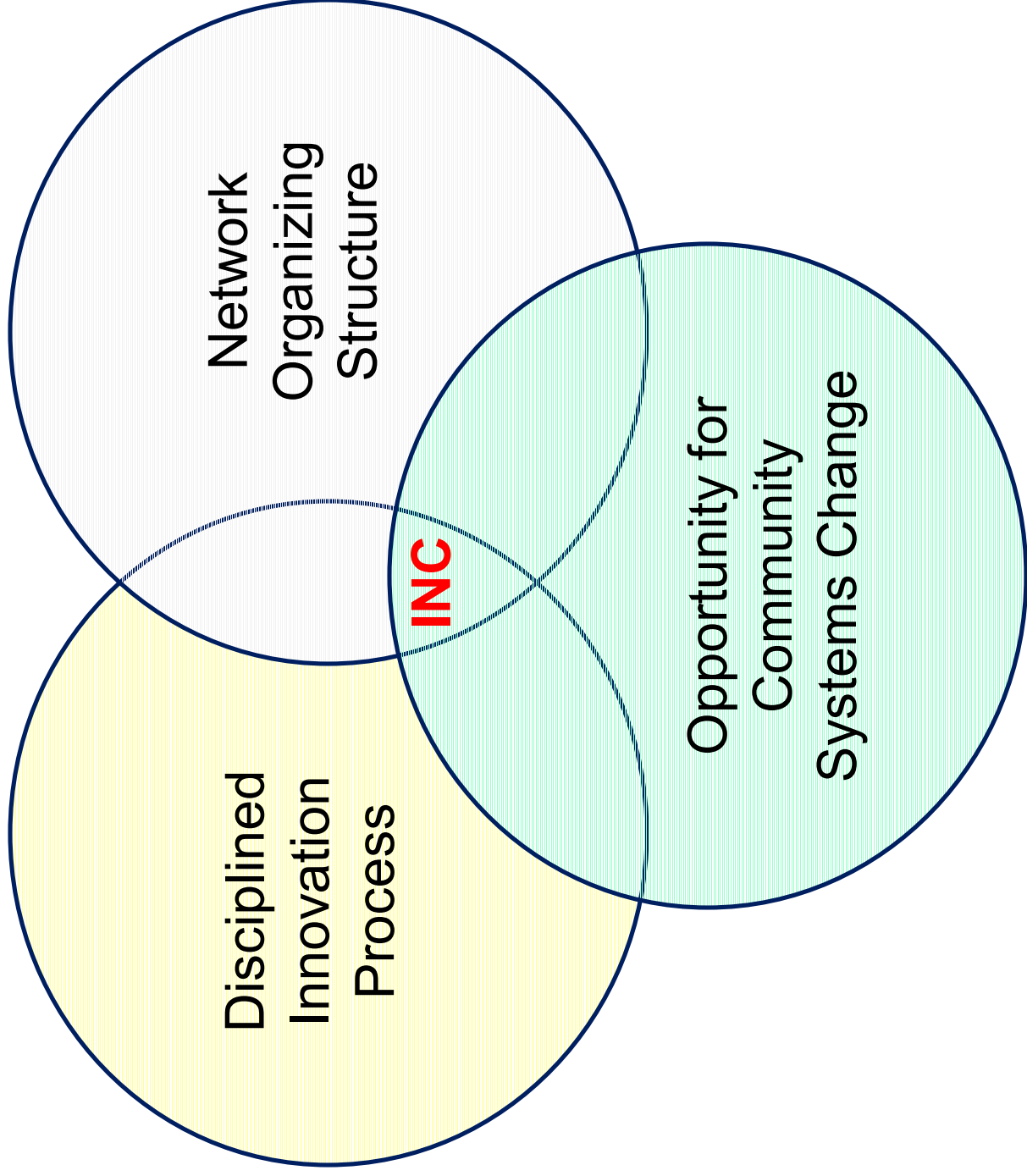
INC Itself Is At Prototype Stage



What We Did

Strategy	Results
<i>Individual Innovations</i>	Worked on over 50 distinct innovations spread across 8 broad fields.
<i>Networks</i>	Developed two innovation production networks, with a third beginning to reach critical mass.
<i>Community Capacity</i>	Worked with leaders in 6 communities to understand and shape change strategies and local capacity for innovation.
<i>Information Tools</i>	Designed and launched nuPOLIS.com that features our work on social innovation and attracts 4,000 hits a month.
<i>Investment</i>	Generated more than \$1.7 million in project investments.

The INC Niche



Types of Innovations We Have Worked On*

Workforce Development

- Employer-based talent systems
- Sector-based talent systems**
- Regional talent systems
- Location neutral talent attraction

Urban Development

- Regional Development Trusts
- Information tools for community analysis
- CDC practice innovations
- Community-based enterprise development**
- IP commercialization enterprises
- Urban sector development (e.g. creative industries)
- Entrepreneurship development systems
- Inventor networks
- Double-bottom line investment funds

Philanthropy

- Charitable Asset Stewards**
- Community development philanthropy

K-12 Education

- High performance urban schools
- College completion strategies
- Urban school incubators and accelerators**
- Innovation school districts
- High performance school branding
- Charter school starter service**
- STEM initiative designs
- Rural sustainable schools
- Charter school financing designs

Social Innovation Field

- Social innovation store**
- Place-based innovator networks**
- Social innovation importing
- Social innovation broker networks

Transnational Immigrants

- Remittance financing**
- Social networking platforms for transnational communities**
- ESOL innovations**

Urban Sustainability

- Climate planning
- Building energy efficiency
- Regional climate planning
- Car sharing and urban mobility
- Green economic development
- Community college sustainability strategies
- Green infrastructure
- Broadband for sustainability
- Climate change and racial justice**
- Sustainable community certification**

Networks for Social Impact

- Center for Network Impact
- Urban Sustainability Associates network
- Michigan Education Innovation Network
- Sector Talent Systems Network

*We estimate we have spent a minimum of 10 person days on each type of listed innovation. There are other innovations we have dedicated less than this amount of time to. **Red innovations are active projects.**

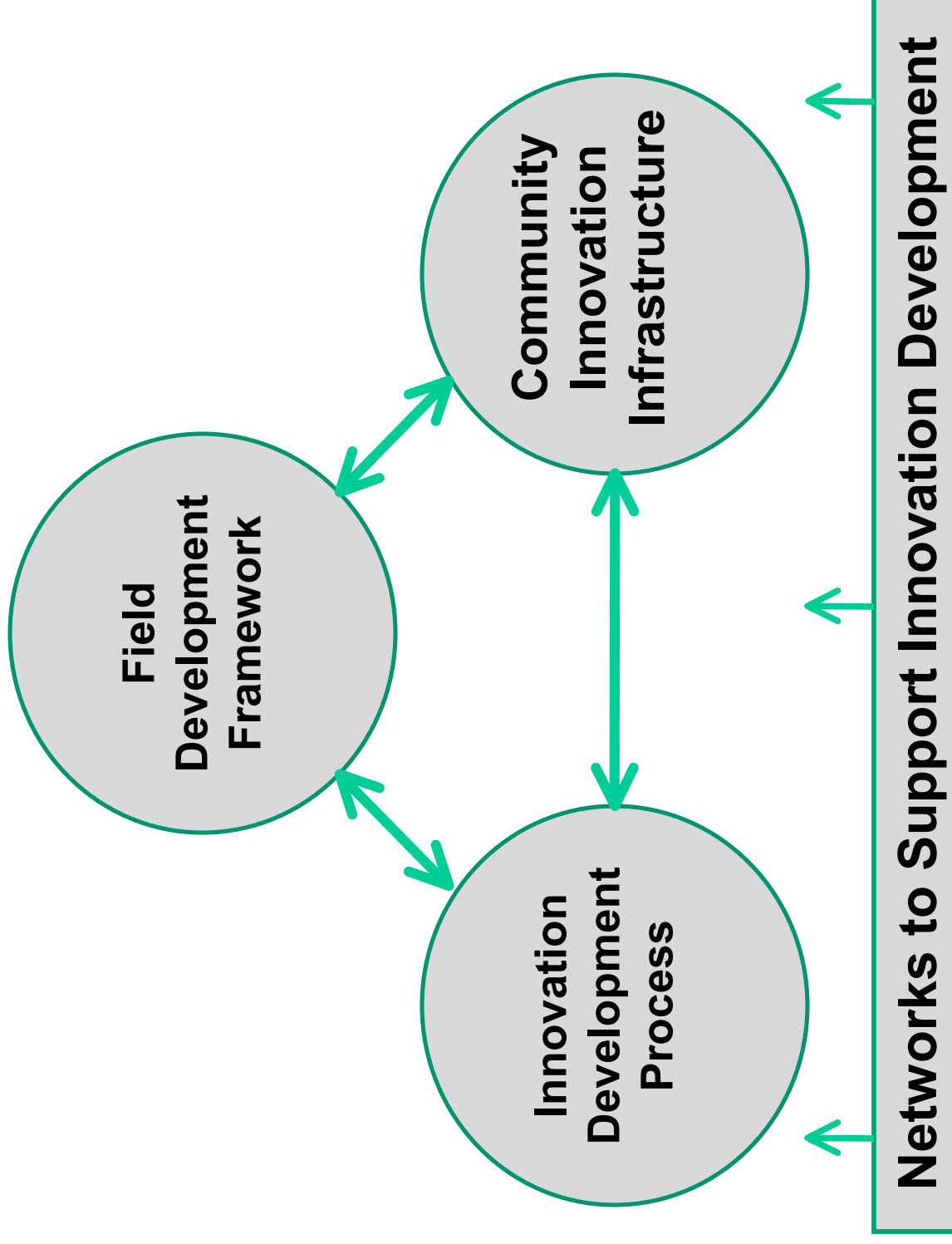
Some Promising Individual Innovations

1. Innovation School Districts
2. Regional Climate Action Platform
3. Sector-Based Talent Systems
4. Charitable Asset Stewards
5. Digaai.com (Brazilian diaspora social media)

Direct Connections To WKKF Work

Program Area	Projects
<p><i>K-12 Education</i></p>	<ul style="list-style-type: none"> • Math-science school start-up in Detroit • Detroit Charter School Incubator (2-4 in process) • Kalamazoo Schools Literacy Strategy
<p><i>Rural Development</i></p>	<ul style="list-style-type: none"> • Michigan Rural Policy Network • Rural capacity building (Coos; Newaygo; Heart of Wisconsin; Humboldt)
<p><i>Early Childhood & Family</i></p>	<ul style="list-style-type: none"> • Family Independence Initiative advising • Advising on children’s development accounts • innovation@CFED – family asset building
<p><i>Community Capacity Building</i></p>	<ul style="list-style-type: none"> • Detroit Network for Social Innovators • Nebraska Community Foundation operating system • West Michigan Regional Talent System

Tools We Developed to Support Innovation Work



Innovation Networks We Developed

Developed:


- Urban Sustainability Associates
- Center for Network Impact

In-Process:

- Michigan Education Innovation Network
- National Network focused on employer-led sectoral credentialing systems

Places We Worked In

- Detroit
- Humboldt County, CA
- Northern New Hampshire
- Newago County, MI
- Heart of Wisconsin
- Boston

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- Developing civic leadership
 - Developing sector strategies for innovation
 - Building local social innovator networks

Partners We Worked With

Foundations

- Humboldt Area Foundation
- Ford Foundation
- Barr Foundation
- New Hampshire Charitable Foundation
- Tillotson Trust
- Fremont Area Community Foundation
- Young Foundation (UK)

Private/Corporate

- IDEO
- Western Union
- U.S. Manufacturing Council
- National Association of Manufacturers
- Intellectual Property Commercialization Group
- Big Idea Group
- **nuance intelligence**
- **RW Ventures**
- **JP Consulting**
- Matrix Consulting
- **Sustainable Systems**
- **Metrics Reporting, Inc.**
- Graham Richard Associates

NGOs

- Center for Neighborhood Technology
- CNT Energy
- Council for Adult and Experiential Learning
- ACT, Inc.
- **New Urban Learning**
- Jobs for the Future
- I-Go
- Aspen Institute
- Corporation for Enterprise Development
- Northern Forest Center
- **Greater Detroit Network for Social Innovators**
- Detroit Association of Non-Profits
- Center for Community-Based Enterprise
- Continuous Quality Improvement Network

Individuals

- **Alvaro Lima**
- Bill Shutkin
- **Madeleine Taylor**
- Brian Tell
- Karen Wolf

Red = core partners

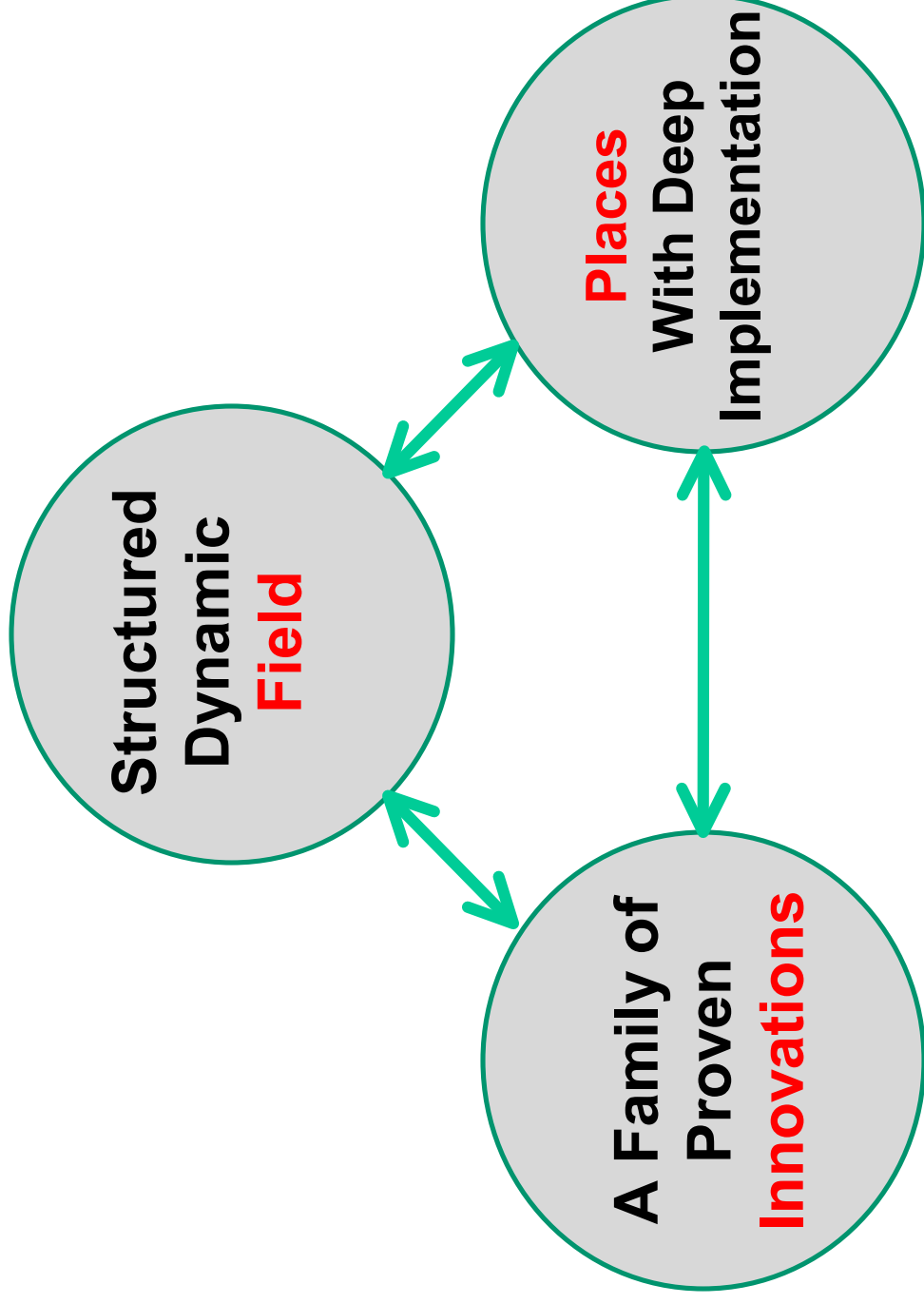
Business Models We Are Experimenting With

Model	Examples
<i>Network Management</i>	Urban Sustainability Associates
<i>Large Organization Strategic Partnership</i>	ACT, Inc. and CAEL
<i>Business Philanthropic Assets</i>	Charitable Asset Stewards
<i>Social Media Web Services</i>	Social Innovation Store
<i>Foundation</i>	Operating Foundation for Community Innovation

Some Things We Have Learned

- It's important to differentiate between the development of individual innovations; the building of a field; and the development of community capacity.
- Most innovators and funders (still) try to “scale” ideas prematurely.
- Social innovation is still largely carried out on a sector-by-sector or entrepreneur-by-entrepreneur basis, not on a place basis.
- Production networks can be highly efficient and generative innovation environments – but it is hard to keep them from turning into organizational designs (and funders contribute to that tendency).
- Very few communities are deliberate about building their community innovation infrastructure.
- There is very limited market for expertise in social innovation processes and capacity – most people are interested in content expertise.

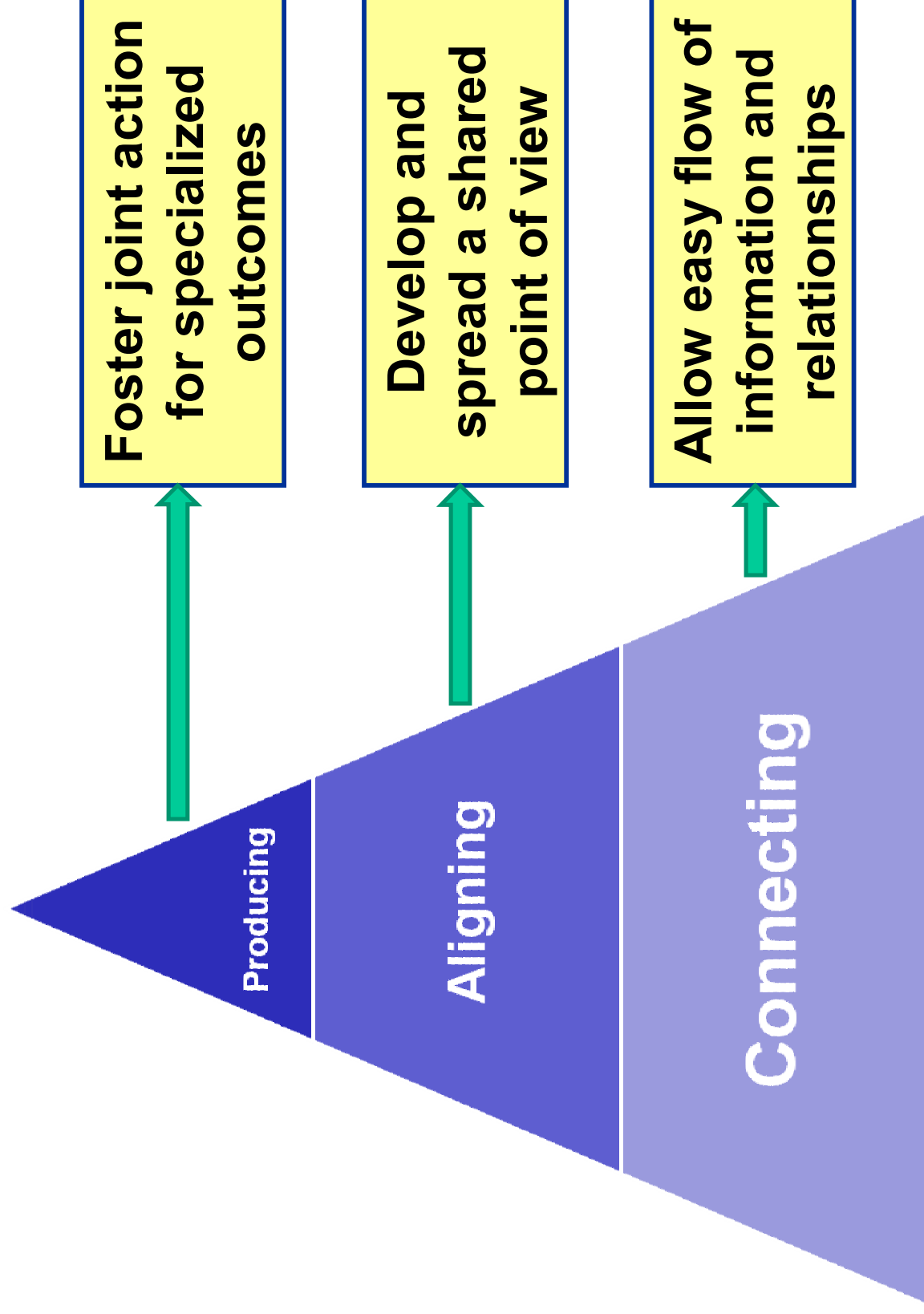
Synergy Between the Domains Accelerates Change



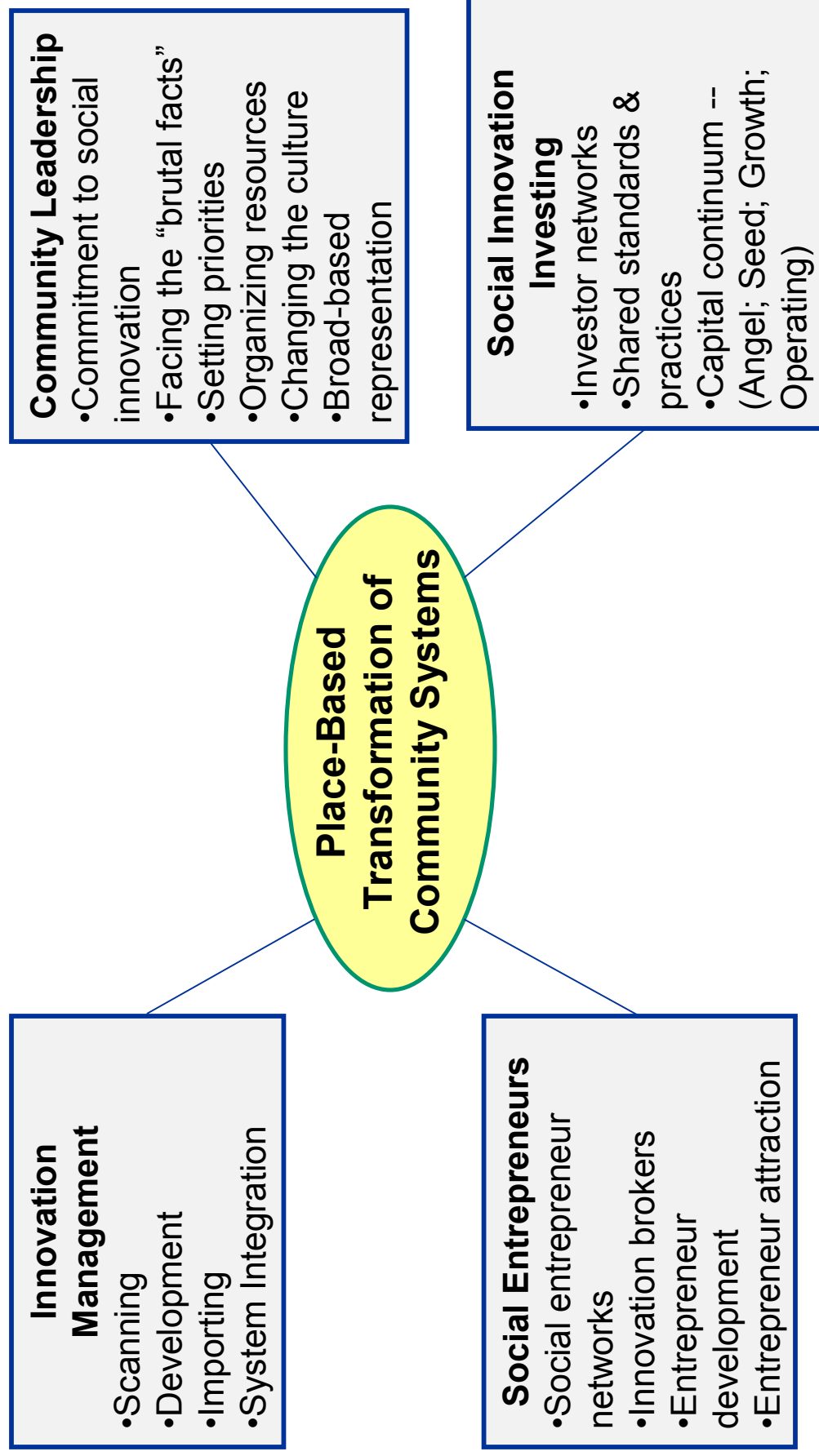
But Investment Strategies Are Very Different

Dimension	Fields	Innovations	Places
<i>What You Try to Accomplish</i>	<p>A clearly defined field that practitioners self-identify with.</p> <ul style="list-style-type: none"> • Research & frameworks • Policy changes • Practitioner networks • Professional standards of practice 	<p>A portfolio of scalable innovations & pipeline of opportunities</p> <ul style="list-style-type: none"> • Sector scans • The innovation development process • Organized innovation capacity 	<p>Place-based capacity for continuous innovation</p> <ul style="list-style-type: none"> • Innovation brokers • Social capital networks • Community leadership capacity • Innovation “ensembles”
<i>What You Invest In</i>	<ul style="list-style-type: none"> • Think tanks & academics • Policy players • National and international NGOs 	<ul style="list-style-type: none"> • Social entrepreneurs • Innovation production networks • Entrepreneurial organizations 	<ul style="list-style-type: none"> • CBOs • Civic leaders • Local funders
<i>Typical Partners</i>	<p>10-30 years</p>	<p>5-10 years</p>	<p>10-20 years</p>
<i>Key Skills</i>	<p>Networking; thought leadership; research and analysis; debate and dialogue; intellectual synthesis.</p>	<p>Market research; business planning; partner “deal making”; operating systems.</p>	<p>Networking; listening; leadership development; opportunistic investing; innovation importing and adaptation.</p>

Different Networks for Different Purposes

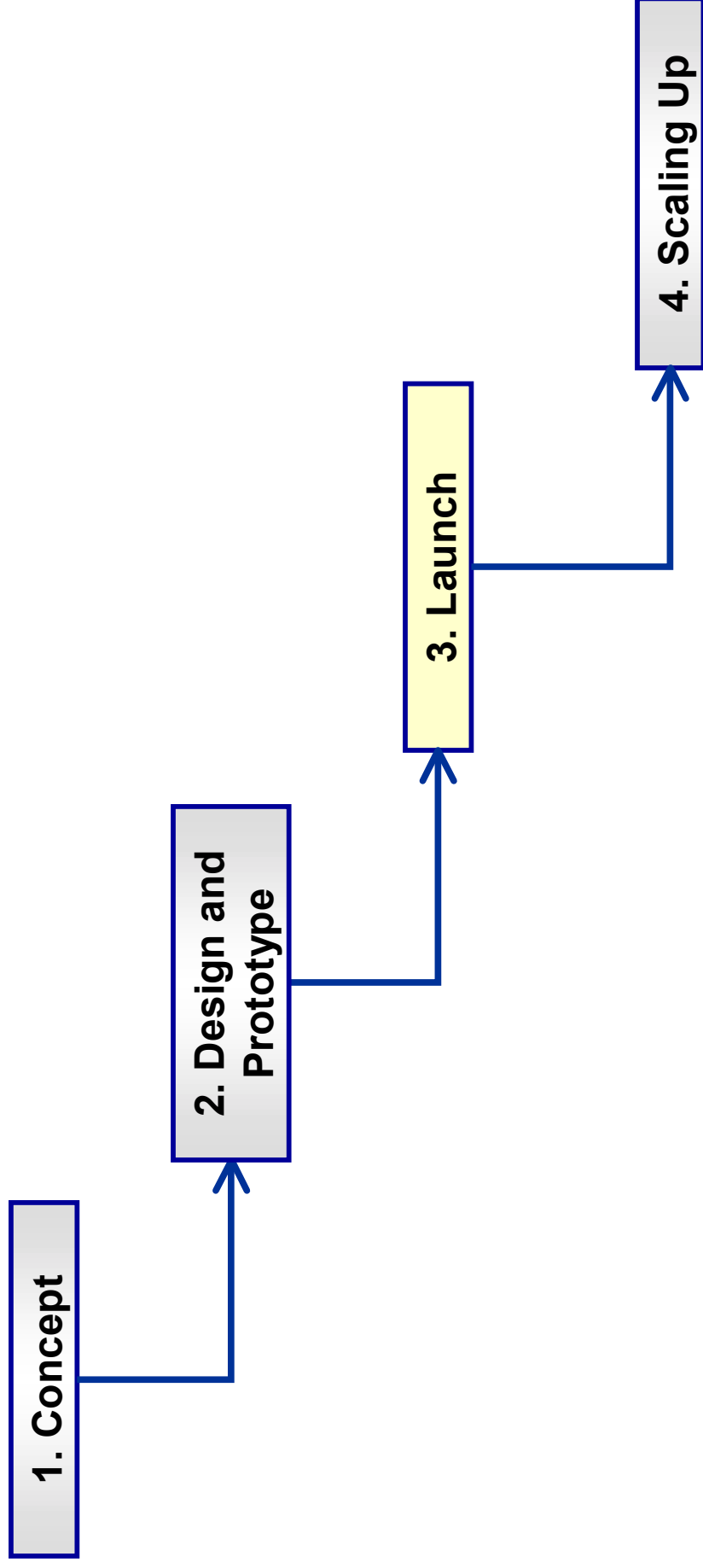


Community Innovation Infrastructure



INC 2.0

From Prototype to Launch Opportunities



Where INC Adds Value

What	Value Added	For Who
<i>Individual Innovations</i>	<ul style="list-style-type: none"> • New innovation ideas • Due diligence on innovations • Acceleration of the development process 	<ul style="list-style-type: none"> • Investors & funders • Individual entrepreneurs
<i>Networks</i>	<ul style="list-style-type: none"> • Design of connecting, aligning, producing networks • Network facilitation • Network evaluation 	<ul style="list-style-type: none"> • Groups of innovators • Network investors
<i>Community Capacity</i>	<ul style="list-style-type: none"> • Community innovation assessment • Sector strategies • Building local networks 	<ul style="list-style-type: none"> • Civic leadership groups • NGOs • Local innovation brokers
<i>Information Tools</i>	<ul style="list-style-type: none"> • Creation of information products & tools • Building of social networking platforms 	<ul style="list-style-type: none"> • Innovation networks • Individual innovators • Field investors

Where We Plan on Going Next

Innovation Networks

Develop more formalized **Sector-based
Social Innovation Incubators** in three
sectors

Community Capacity

Prototype a **Community Innovation
Extension Service**

Information Products

Prototype an **Internet-based Social
Innovation Store**

1 – Formalizing Our Sector Innovation Approach

Common elements in each sector

- Updated innovation scans
- Connecting, aligning and producing networks linking practitioners
- Fund raising for specific innovations
- Strategic investing for funders
- Support for the innovation development process

Sectors We Are Deeply

Entrenched In

- Urban Sustainability
- Networks for Social Impact
- Innovation Schools
- Employer-Led Talent Systems
- Transnational Immigrant Development

New Sectors We Are

Exploring

- Early Childhood Development
- Family Empowerment
- Community Development Philanthropy

2 – Community Innovation Extension Service

Building innovation capacity in a specific community:

- Sector strategy development for sector champions
- Innovation “Boot Camp” for innovators – “drill down” on innovations
- Innovators Development Institute to build entrepreneur capacity
- Social Innovator Network development (a la Greater Detroit Network for Social Innovators)

Prototyping Interest In:

- New Orleans
- Detroit
- Heart of Wisconsin

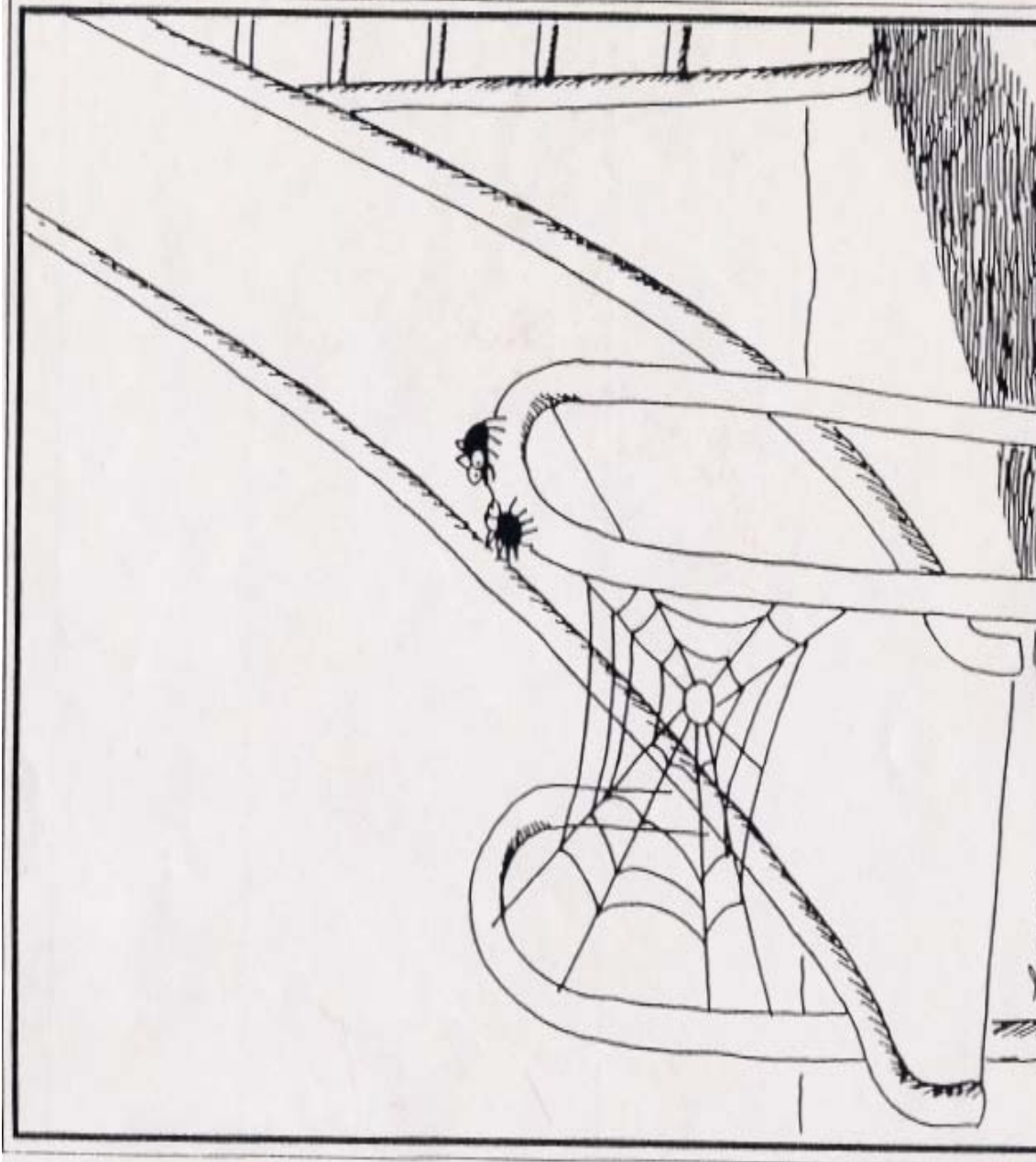
3 – Social Innovation Store

- Extension of nuPOLIS.com
- Partnership with key social entrepreneurship organizations (Ashoka; Skoll; Echoing Green; Schwab)
- Establish information-sharing standards for innovations that are “ready to scale”
- Voluntary participation by investors and innovators
- E-Bay-like peer feedback
- Reduce community “search time” for innovation importing

Two Year Capital Raising Goals

Level	Strategy	Year 1	Year 2	Total
Tier 1	Maintain “Core” Staff	\$350,000	\$350,000	\$700,000
	Expand Core Staff by 1 FTE	\$150,000	\$150,000	\$300,000
	Total, Tier 1 Capital	\$500,000	\$500,000	\$1,000,000
Tier 2	Extend Work in Current Sector Networks	\$200,000	\$200,000	\$400,000
	Launch 2 New Sector Networks	\$300,000	\$300,000	\$600,000
	Total, Tier 2 Capital	\$500,000	\$500,000	\$1,000,000
Tier 3	Prototype Social Innovation Store	\$75,000	\$75,000	\$150,000
	Prototype Community Extension Service	\$100,000	\$100,000	\$200,000
	Total, Tier 3 Capital	\$175,000	\$175,000	\$350,000
TOTAL		\$1,175,000	\$1,175,000	\$2,350,000

Make No Small Plans!



“If we pull this off, we’ll eat like kings.”

DISCUSSION