

# The RADIUS Fellowship

## Outcomes Report 2017



BEEDIE SCHOOL  
OF BUSINESS





## RADIUS Overview

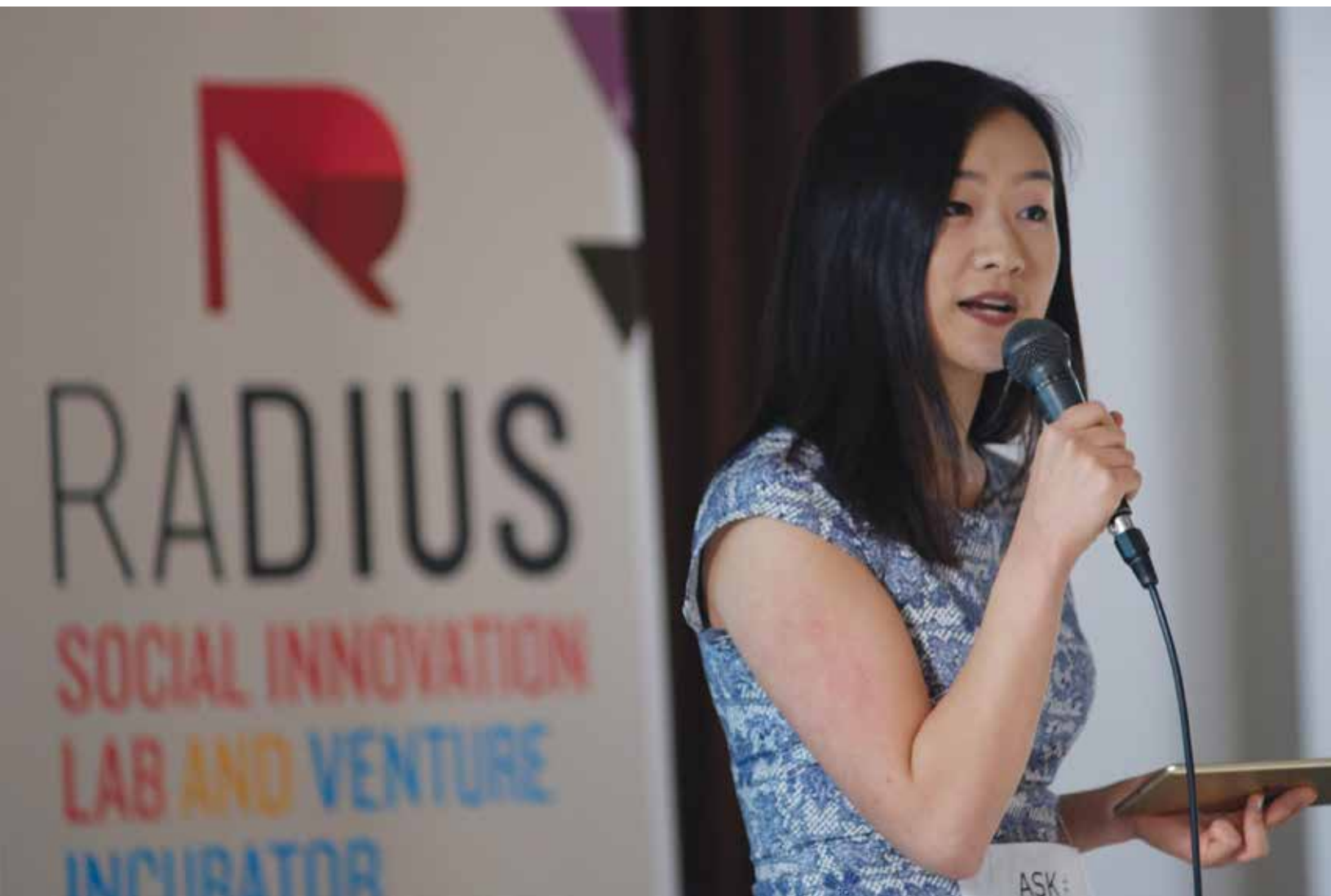
**RADIUS (RADical Ideas, Useful to Society)** is a social innovation lab and venture incubator based at SFU's Beedie School of Business. A place for Radical Doers, we develop the emerging leaders and solutions needed for a sustainable, just and healthy economy, through four integrated program streams:

**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 top emerging social innovators in Metro Vancouver.

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



## RADIUS 2017 Fellowship Overview

**The RADIUS Fellowship** is a cohort-based learning and development experience for top emerging social innovators in the Metro Vancouver region. Run over four months, the program offers a container for participants to enhance their personal, professional and network development. The 2017 Fellowship was the third iteration, and made possible with the support of SFU Innovates, The Beedie School of Business, Vancouver Foundation, RECODE, SFU Sustainability Office and Canada Deposit Insurance Corporation.

### NUMBERS AT A GLANCE



94%

confirmed progress towards  
**personal development goals**



94%

affirmed at least one  
**new professional opportunity**



60%

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



28

average number of **new connections**  
per Fellow **during Fellowship**



*“ [The Fellowship] allowed me the time and capacity to do some of the tough self-development work needed to be an impactful changemaker. I learned a lot, achieved my goals, gained a new network, and it wasn’t easy. What else could you ask for? ”*

## The 2017 Fellowship

The 2017 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-2017-fellows/>





**“** *Through the RADIUS Fellowship, I made connections to people, ideas, and members of the changemaking community. Many of these connections have had pivotal impacts on me and my framework for social change.* **”**

**69**

qualified  
applicants

**22**

Fellows

**29**

average age  
(low: 22 – high: 41)

**50%**

self-identified as being a  
member of a minority group





## 2017 Outcomes:

In January 2017, we announced our third annual RADIUS Fellows cohort, welcoming 22 impressive individuals. In this iteration of the RADIUS Fellowship, we were consciously experimenting with a small number of design adjustments from years prior, namely:

- » An additional focus on diversity of participants;
- » An enhanced coaching offer; and
- » An enhanced network tracking and mapping approach.

In this report we share key data points, learnings, and next steps.

The majority of these report findings are drawn from online surveys provided to each Fellow at the beginning and end of the program. The results reported are based on survey results from the 17 program participants who completed both the entrance and exit surveys in whole. Information about network development (number and strength of connections) was gathered at four points manually over the course of the Fellowship. Where pre- and post-Fellowship data is available for the same questions, comparison values are provided.

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



## PERSONAL SATISFACTION AND WELLBEING

2017 Fellows reported strengthened levels of satisfaction across a range of key metrics. These metrics correspond to capacities which we believe are important to enabling changemakers to be successful and impactful. The chart below shows strong results in the percentage improvement between data collected at the beginning and end of the program.

Question	2015 Cohort	2016 Cohort	2017 Cohort
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?	<b>+21%</b>	<b>+21%</b>	<b>+23%</b>
How satisfied are you with your professional relationships?	<b>+11%</b>	<b>+16%</b>	<b>+25%</b>
How would you describe your feeling of belonging to your local community?	<b>+19%</b>	<b>+9%</b>	<b>+24%</b>
How would you describe your feeling of belonging to your local social impact community?	no data	<b>+13%</b>	<b>+39%</b>
How would you describe your feeling of giving back to your local community?	<b>+10%</b>	<b>+5%</b>	<b>+30%</b>
To what degree do you feel you have agency to make a living / build a career doing purpose-driven work?	no data	<b>+7%</b>	<b>+14%</b>

Intrigued to learn more about broader system-level factors that assist (help) or prevent (hinder) these early- to mid-career social innovators in making a career in social innovation or ‘changemaking’ in Metro Vancouver, we asked the 2017 Fellows to indicate what they see as key influential aspects. We learned that the strength of the network and the support of community are the two most commonly identified factors in enabling their success, and that financial constraints and precarity of employment/income are perceived by a significant margin to be the biggest barriers to advancement. We have hypothesized that the Fellowship can play a significant role in terms of community and network building, helping emerging social innovators feel more resilient as they pursue a path of purpose-driven work. Given the strong advances in self-reported connection to community and enhanced professional relationships (above), we feel confident that the program is adding value not only to the individual Fellows, but also to the resilience of the broader social innovation system.

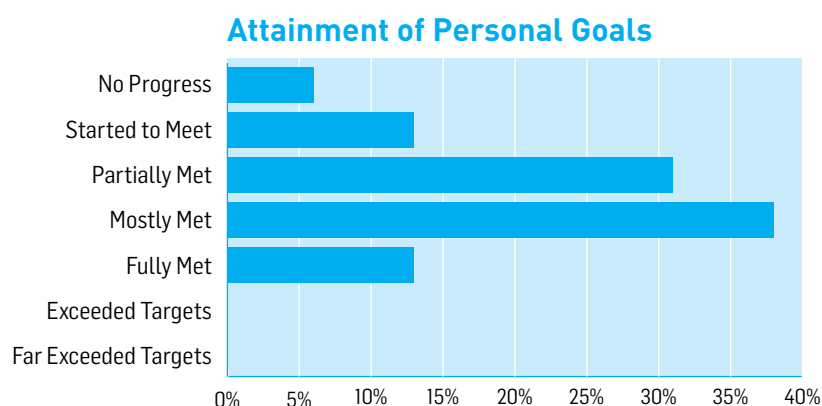
# Attainment of Personal, Project, and Network Goals

## (A) PERSONAL GOALS

In total, 94% of the Fellows who completed entrance and exit surveys reported making progress on their personal goal. Of those, more than half reported mostly or fully meeting their personal goal.

### Examples of personal goals include:

- To practice more positive self-talk
- To learn about how to financially sustain myself through changemaking work
- To be more open and vulnerable to new people



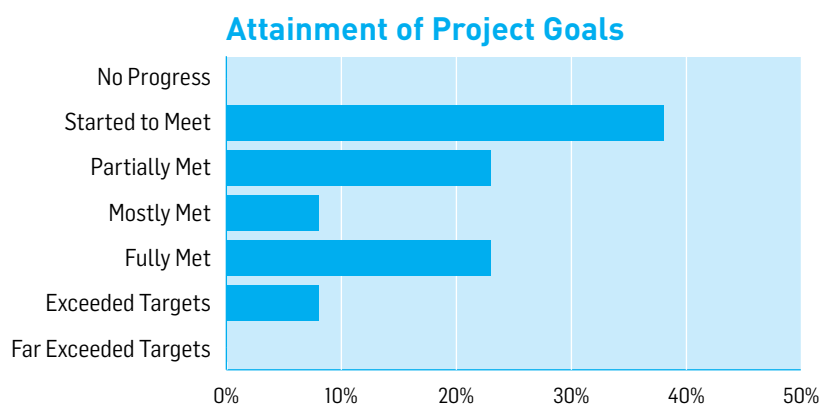
*\*Some participants had more than one personal goal. The data collection approach included just one data point for each Fellow.*

## (B) PROJECT GOALS

Because not all Fellows come into the program with a clear project in development, setting project goals in the Fellowship is optional. In 2017 just over half the Fellows reported setting project goals. Although 30% of Fellows with project goals report mostly or fully meeting their goals over the course of the program, nearly 40% report only starting to meet their project goals. This can be explained in part due to the large number of respondents (41%) who noted that the project they initially had in mind when they applied to the Fellowship had either changed, been put on hold, or been abandoned. It can also be understood as a realistic window into the time it takes to achieve project goals which are dependent on many variables and not the core focus of the Fellowship.

### Examples of project goals include:

- To network to find participants for my book project
- To expand my workplace improvement project
- To develop a personal brand for consulting

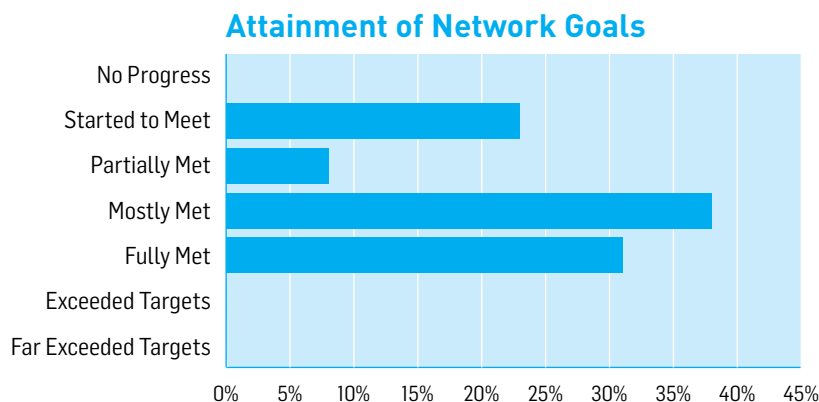




## (C) NETWORK GOALS

It is in the achievement of network goals where we see the highest self-identified area of improvement. Almost all Fellows who completed the survey reported setting network goals, nearly 70% indicated they mostly or fully met their goals, and all respondents reported making progress on their network goals.

When we set out to create the Fellowship we did so with a hypothesis that the strength of the network of an early- to mid-career social innovator was a key determinant to their long term success. This year we saw that hypothesis confirmed in the Fellows' self-assessment and here we clearly see the value of the Fellowship in developing the network of our Fellows.



### Examples of network goals include:

- Connect with arts and culture organizations where I could potentially serve in a volunteer or board capacity
- To expand my network in the changemaking sector
- To share with the extended RADIUS network about my project

**“** *I took part in the RADIUS Fellowship at a time when I felt really lost about my personal aspirations and where I wanted to go in my career. The program helped me gain confidence in my abilities and identify my strengths and passions. I was challenged and pushed out of my comfort zone many times, but from that learned in ways I never would before. I will be taking a lot of learnings from the program in the next steps of my life.* **”**

## Network Development

In 2017 we invested in data collection and analysis to understand the shifts in the network of the RADIUS Fellows. This year we tracked both the number and strength (0-4 scale) of the Fellows' network connections.

At four points during the Fellowship, we documented the connections for each Fellow and the Program Manager. We observe a significant number of new connections across the network, and increasing network density. The results are mapped in the images on the next page, where you can see the physical layout of the network shifting, with highly connected organizations and Fellows clustered tightly in the middle of the graph.

The annual event called concAUTION helps to celebrate the Fellows, source ideas and support for them to advance their work, and offers a chance to build networks more broadly. In 2017, concAUTION was attended by 150 people and Fellows reported making average of 8 new connections that evening.

### Total number of connections:

Beginning = 1088

End = 1742

+ 654

(60%↑)

### Total number of strong connections (≥3)

Beginning: = 420

End = 840

+ 420

(100%↑)

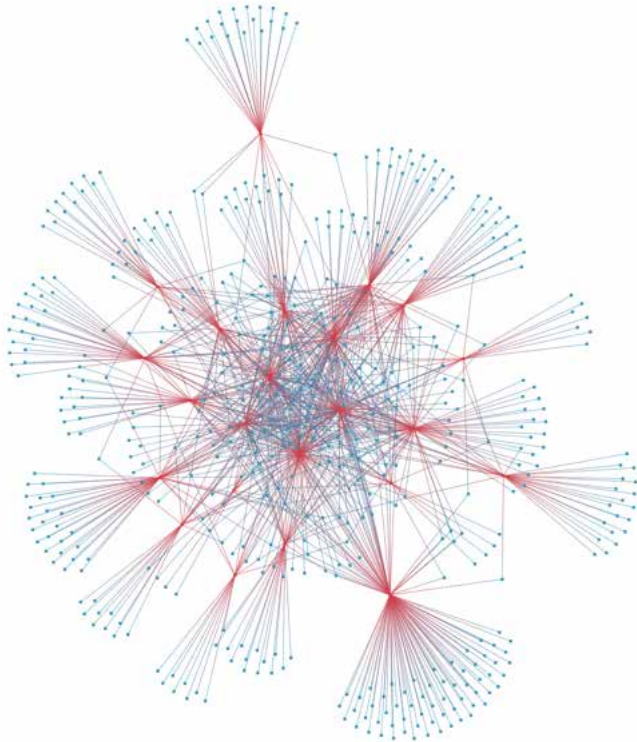
Average number of  
new connections  
per Fellow

28

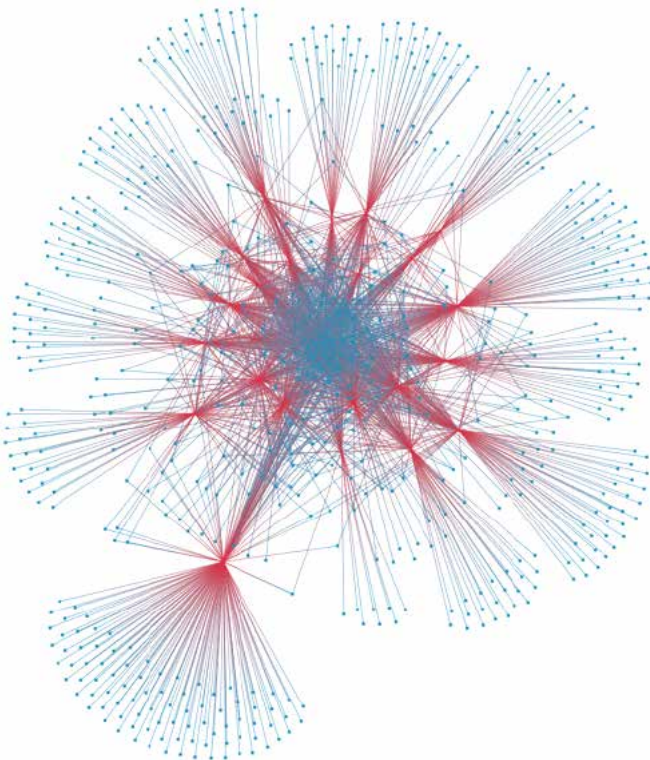


**NETWORK CONNECTION MAP OF 2017 FELLOWS AND LOCAL  
(METRO VANCOUVER) ORGANIZATIONS:**

**Fellows' Networks,  
Pre-Fellowship**



**Fellows' Networks,  
Post-Fellowship**



- Fellows
- Local Organizations

## Reflections on Adjustments from 2016

### DIVERSITY OF PARTICIPANTS (CULTURAL, AGE, CAREER LEVEL)

Intentionally supporting professional development in populations with relatively less power and privilege is an important priority for RADIUS. The 2017 Fellows cohort was the most diverse to date - in age (22-41), sector, cultures, lived experience, and career stage (limited work experience to 10+ years work experience).

Participants benefitted in many aspects due the level of diversity, reporting a high level of learning and enjoyment in sessions designed for them to provide ideas and feedback to one another on their projects. Collaborations were forged in unforeseen ways, with Fellows collaborating to host workshops and trainings for others' workplaces, as one example.

In the 2017 Fellowship, we did experience some challenges meeting the needs and expectations of such a highly diverse group. For many of the sessions within the Fellowship, we experienced an unexpected breadth in the reported levels of satisfaction, often ranging from fair to exceptional.

From the 2017 experience, we've learned that in order to support diversity along some axes, we likely need to maintain similarity along others. Going forward, we'll prioritize three key aspects. First, we will re-focus our design and recruitment towards early-career individuals looking to build community in the Metro Vancouver region. Secondly, we will seek out more session hosts and mentors from BIPOC and LGBTQ2S populations for future years. Finally, to better ensure matched expectations, we will enhance our program promotion and selection processes to allow for more specificity regarding the experience.



**“ I looked forward to working out of the RADIUS co-working space, which was always buzzing with awesome changemakers. ”**



## COACHING

Based on the feedback from previous cohorts, we expanded and refined the coaching offer. This resulted in the highest coaching uptake in the Fellowship to date, with 18 of the 22 Fellows participating. Most participants reported that they found it very valuable - several individuals indicated that the coaching was their favourite or most impactful component of the program.

Urszula Lipsztajn and Fellowship Program Manager Tamara Connell coached a total of four groups of Fellows through a three month process. The coaching program was delivered primarily in small groups, with one shorter one-on-one, and then custom exercises provided by the coaches for each Fellow after each group meeting.

Several people indicated that the group format helped them to further build bonds with their group-mates, something that wouldn't have happened with one-on-one coaching.

*“[The coaching offer] was greatly impactful for myself and was a wonderful, structured space to get to know some of our fellow peers.”*

*“It was very valuable in building deeper relationships to other members in the cohort, and in deepening my understanding of potential challenges in reaching certain goals. I was offered many different exercises and ideas to further work on my goal, and am looking forward to working on this.”*

Based on these results, we plan to continue providing group coaching in future years.

## NETWORK MAPPING

The network mapping conducted in 2017 allowed RADIUS to dive more deeply into understanding how the broader social innovation ecosystem in Metro Vancouver is impacted by RADIUS Fellows, and how they are impacted by their connections. We must exercise caution comparing the 2017 results to prior years due to the shift in data collection approach from online to in-person, but hope that this new approach will give us a robust year-to-year data set moving forward.





## In conclusion

The RADIUS Fellowship is a uniquely positioned and impactful program, benefiting Metro Vancouver social innovators at a critical juncture in their careers. We've experienced the continued positive impact reported by Fellows year after year as they develop their skills and connections. By providing the community container and professional development support, we build the capacity of individuals and of the social innovation community more broadly.

In 2017 we've learned that the Fellowship is very impactful in building and deepening the social innovation network in Metro Vancouver, and that our Fellows experience significant value from this network. We've deepened our cohort practice with a group coaching model, and experienced the benefits of that offering across the Fellowship.

In 2017, we also recognized the critical importance of building more diversity into the RADIUS Fellowship, and experienced some challenges of moving into this important work. We are confident that the discomfort of these challenges is an indication that we are stepping into the heart of the work and are committed to exploring more deeply, to letting go of things we think we know and to building into this space of impact and uncertainty.

The work we do together to build a more just, sustainable, and resilient world is not easy work, and we thank our Fellows for stepping in and stepping up to make positive impacts.

We of course do not do this work alone. We are grateful 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. Thank you all!

***“ I am more resilient as an individual because of the lessons learnt in the Fellows program and greatly appreciate the opportunity to be a part of such an amazing community. ”***

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