



The RADIUS Fellowship

Outcomes Report 2019





Who is RADIUS?

RADIUS is a social innovation hub based at the Beedie School of Business, Simon Fraser University. At RADIUS, social innovators and entrepreneurs are collectively working towards a transformed economy that is just, inclusive, resilient, and sustainable.

Our work is to collaboratively build the shared capacity, networks, and solutions needed to help get us there.



The RADIUS Fellowship



Why is a Fellowship helpful to Metro Vancouver?

The 2017 report, 'Connect & Engage,' produced by the Vancouver Foundation, found that one in seven Metro Vancouver residents feel lonely often or always. This is coupled with the finding that one in four residents reported feelings of isolation, meaning they spend more time alone than they'd like. Vancouver can be a lonely place. It can be an especially lonely place for changemakers. This environment, combined with the high cost of living in Vancouver, can make it difficult for aspiring changemakers to stay and contribute meaningfully to this region.

The RADIUS Fellowship program was created to bring together a powerful and impactful constellation of social innovators and changemakers from across the Metro

Vancouver region, to learn and grow together within a cohort of other like-minded leaders. During this intensive four-month experience, Fellows build relationships with their peers, develop personally and professionally, and tap into the broader social innovation and social entrepreneurship ecosystem.

Our hope is that Fellows who engage in the Fellowship program will leave with a deepened capacity to affect mindful, positive change in the system(s) they're working in, supported by an enhanced network of collaborators.

Now in its fifth iteration, the RADIUS Fellowship is one of the region's premier professional development opportunities for emerging changemakers.

The RADIUS Fellowship



2019 Fellowship Program Goals

The stated goals of the 2019 Fellowship program are to **identify, profile, support and catalyze emerging social innovators and changemakers**. The Fellowship aims to foster the community, support, skills and tools needed to create deep social impact and pursue work with purpose. The programming goals also included providing the framework and knowledge base for Fellows to understand their social location and role in their chosen system(s), and offering the space to explore decolonization practices with local knowledge keepers and leaders.

2019 Fellowship Program Structure

The 2019 Fellowship was an intensive 4.5 month experience; Fellows met weekly for three hour sessions beginning in late January and concluding in early June. The program included two off-site retreats (opening and mid-point) as well as an offsite final graduation celebration ceremony. Each weekly session presented a different topic or theme, with several guest facilitators leading sessions to complement the sessions offered by the Fellowship co-hosts. In total, the 2019 Fellowship included approximately 76 hours of in-person program time.

The opening (overnight) retreat, held over a weekend near the beginning of the program was designed to provide the opportunity for Fellows to build trust and create their shared community values. The day-long mid-point retreat served as a respite and time for reflection. It was during the mid-point retreat that Fellows were asked to reflect on their learning, and decide what topics they would like to see in session for the second half of the program. The Fellowship closed with a day-long graduation celebration.

Audience and Accessibility

The Fellowship is intended for Metro Vancouver residents early on in their professional careers or recently graduated from post-secondary studies. It is geared towards individuals who are working to change a system and for curious and collaborative individuals wishing to gain the skills to better support others doing systems change work. Business or project development experience is not a prerequisite for applicants for this Fellowship.

The Fellowship participation costs continue to be offered using a sliding scale or pay-what-you-can model, as the goal is to make the program as financially accessible as possible. At the point of application, we communicated the total value of the program (currently ~\$5000 per participant) and requested that applicants identify (a) their ability to pay, from \$500 to \$5000, and (b) their requested payment schedule, from one to four payments. When reviewing applications, we removed details related to ability to pay (as well as home addresses), to avoid biased selection related to this aspect.

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The RADIUS Fellowship is a beacon in Vancouver for incredible people who are serious about making change. The energy in the Fellowship was infectious and our group had a voracious appetite for learning that was unmatched by any other space I've been in. I truly feel that this group is the future of change and I will follow their lives and careers closely. I am thankful to have been given such an opportunity to learn and grow and find my people in Vancouver.

- 2019 RADIUS Fellow

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The 2019 RADIUS Fellows

The 2019 Fellowship cohort consisted of 17 outstanding and diverse changemakers from the Metro Vancouver area. To read more about this unique group of leaders, check out our [announcement blog](#).

Meet the 2019 RADIUS Fellowship Cohort



76%

Identify as holding a
marginalized identity

49

Applications

17

Fellows selected

25

Average age

The 2019 Fellowship Design

The program team made several intentional adjustments this year to honour the learnings of previous cohorts.

FACILITATION TEAM:

In an attempt to better support a highly diverse set of Fellows as they engage in the program, the 2019 Fellowship design and delivery team was adjusted to have two main co-hosts (Jannika Nyberg and Aslam Bulbulia, both Fellowship alumni), supported in the background by prior Fellowship lead, Tamara Connell. When selecting co-hosts, we intentionally chose two individuals who were familiar with RADIUS and the RADIUS Fellowship, who came from different intersectional backgrounds, and who were both known to be strong facilitators.

THE APPLICATION PROCESS:

With the intention of diving more deeply into decolonization of ourselves and our work, we added some considerations for potential Fellowship participants through our application design. We included additional questions on the application about power and privilege as well as comfort level with one's own positionality. We felt that it was important that Fellows come into the program with a degree of understanding of their positionality before diving into the learning and practice of decolonization. We reviewed and assessed applications within this framework. We also continued the process which had begun in 2018 to have in-person, group interviews.



FRAMING:

This year our framing of the program, including the curriculum, had more of an emphasis on systems and our roles within these systems. In other words, identifying our social location and understanding our role as changemakers within our chosen system. We also intentionally adjusted our program to focus on decolonization. This framing then led to the intentional adjustment of the Fellowship application, detailed in the previous section.

PLACE-BASED LEARNING/OFF-SITE SESSIONS:

New to the program this year, Fellows also participated in off-site evening sessions at local community hubs and innovation spaces. This was done in the hopes of providing more local context for the Fellows, fostering connections to local organizations working outside our office, and exploring the many opportunities to apply a social innovation lens to working within and near the Downtown Eastside (the RADIUS office is located in the vicinity of the Downtown Eastside).

MORE WEEKEND WORKSHOP OFFERINGS:

In 2018, The Habit Course workshop by David Kohler was offered as a day-long workshop, and was offered again in 2019. Adding to this, in 2019 we made available a day-long Decolonizing Practices workshop led by Michelle Nahanee and Alexander Dirksen. Both weekend workshops were very well received by the Fellows who were able to attend.

The 2019 Fellowship Design

OUR COACHING MODEL:

Another big shift was in how we chose to place emphasis on mentorship rather than personal coaching for the 2019 Fellowship. This year, we did not utilize outside personal/professional coaches to support the Fellows as we had done in prior years. Instead, we experimented with mentoring by creating opportunities for meals to be shared between the RADIUS staff members and Fellows. Inviting the RADIUS team to engage with the Fellows in a relaxed group setting allowed for authentic and creative connections.

NETWORK MAPPING:

In all prior years of the RADIUS Fellowship, we invested time to monitor the connections that Fellows held and built throughout the Fellowship. These activities offered us interesting learnings and provided impressive statistics (for ourselves and for the Fellows) regarding the network growth of individuals joining a cohort program, but this activity took up valuable time in our sessions and required a significant time and financial investment to clean data and produce the many maps and statistics. Weighing the pros and cons of network mapping activities, we decided to not invest in tracking and mapping the Fellows networks going forward.

ONGOING FEEDBACK:

Taking into consideration feedback from the previous year, we implemented regular (weekly) feedback forms that Fellows could complete to provide their input on prior sessions while still fresh in their minds. This was used to supplement the longer feedback form at the end of the program, which asked both cumulative reflections as well as session-by-session input. The weekly feedback received from the Fellows allowed the co-hosts better real-time input to track how things were going, and to gather emergent ideas or suggestions from Fellows to be used in upcoming sessions.

CONCAUTION BECAME EMERGE:

We changed the format of our flagship event to create a more relational and dialogue-based celebration of the Fellow's emerging projects and ideas. Designed to cultivate more authentic connections and provide more community-based resources to Fellows, Emerge gave Fellows the opportunity to lead their own short table dialogues on a question of their own creation. It also incorporated a community Iftaar; the first time RADIUS has organized a public event to include an invitation to break fast and reflect as a community. Emerge attracted one of the largest number of attendees at any RADIUS event, with 146 attendees joining.

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If you're thinking about doing the RADIUS Fellowship -- do it. But be prepared to push yourself, to move through uncomfortable learning and unlearning, and come out the other side wiser and more connected than ever.

- 2019 RADIUS Fellow

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2019 Fellowship Outcomes

QUICK STATS:

8.7 / 10

willingness to
recommend the program
to their networks

100%

expect to remain
in touch with their
cohort members

59%

affirmed at least one
new collaboration
within the cohort

92%

average increase in
sense of belonging to
the local community

“

I came in thinking I would gain some professional connections and development and I left with so much more - the most amazing community of friends and peers!

- 2019 RADIUS Fellow

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Outcomes

Since the first Fellowship cohort, we have collected data on the reception of sessions, personal and professional goal setting, and various ratings related to the Fellows' perceptions of their work and life satisfaction.

FELLOWSHIP PROGRAM FEEDBACK:

On the whole, the 2019 Fellows indicated a strong appreciation for the program design and facilitation, providing an overall rating of:

8.6/10 for 'Overall satisfaction of the Program'

8.7/10 for 'Would you recommend the program to your network?'



SESSION FEEDBACK

Fellows were asked in the final, end-of-program survey to rate each session.

The average rating for all sessions was 7.7/10, showing a strong appreciation overall for the sessions hosted by both our co-hosts and our external guests.



The most appreciated, or highest rated sessions were the following:

- **Organizational Trauma/healing**, facilitated by RADIUS staff Camille Dumond (9.3/10)
- **Decolonizing Practices**, a day-long weekend session facilitated by Alexander Dirksen and local Squamish activist and artist Michelle Nahanee (9.1/10)
- **Final Closing Ceremony**, facilitated by Jannika Nyberg and Aslam Bulbulia (9.1/10)
- **Economies of Affection**, facilitated by SFU professor Dr. Dara Kelly (8.9/10)
- **Decolonial Introductions**, facilitated by Jannika Nyberg, Aslam Bulbulia, and Sempulyam (8.9/10)
- **Assessment and Gratitudes**, facilitated by Jannika Nyberg and Aslam Bulbulia (8.9/10)



ATTAINMENT OF PERSONAL AND PROFESSIONAL GOALS

During the first weeks of the Fellowship, Fellows were asked to define their personal and professional goals for the duration of the program. Upon completion of the program, we asked the Fellows to indicate the degree to which they reached or obtained these goals, on a scale of 0-100. The survey data indicated that Fellows partially met their goals during the program, with personal goal attainment scoring slightly higher (58) than professional goal attainment (50).

In line with other Fellowship cohorts, we found that several Fellows shifted or wholly re-worked either or both their personal/professional goals.

“ My personal goal evolved over the course of the Fellowship. The community of Fellows and the curriculum helped me create a more meaningful goal for myself. ”
- 2019 RADIUS Fellow

“ [The Fellowship] unstitched the content of these goals and helped shift them to a place of honesty rather than where I felt I ‘should be.’ ”
- 2019 RADIUS Fellow



SELF-ASSESSED DEVELOPMENT AND SATISFACTION

As part of the final assessment, we asked Fellows to rate themselves on a few different personal life and career satisfaction criteria.

We asked them to provide two ratings - one from their perception of themselves going back to the start of the program, and one from the present.

THE RESULTS ARE AS FOLLOWS:

Question:	Pre-Fellowship Average/10	Post-Fellowship Average/10	% Change
How would you rate your skills and capacities as a changemaker?	5.1	7.4	+44%
How would you rate your knowledge of the system(s) you want to shift?	5.5	7.2	+31%
How would you rate your knowledge of where/how you might make an impact in the system(s) you want to shift?	4.5	5.9	+30%
How would you rate your feeling of belonging and connectedness to a local community?	4.2	8.0	+92%

FLAGSHIP EVENT SUCCESS

The new format of Emerge seemed to be a wonderful hit with our community. We saw an outpouring of excitement and support for our reformatted event. Emerge 2019 attracted the highest number of attendees ever, with 146 community members participating. The feedback was overwhelming; our community loved having the space to engage with Fellows and their questions in a dialogue format.

We also heard that our community is appreciative of engaging with different spiritual practices and finding benefit in that. We hosted a community Iftaar at the end of the Emerge evening. We found and received lots of positive reflections from both Muslim and non-Muslim folks alike.



EXPERIMENTS WITH NETWORK BUILDING AND MENTORSHIP

“RADIUS gave me a lot of connections directly and indirectly to people in the changemaking professional world. It also helped me learn to navigate spaces in the social sector.”
- 2019 RADIUS Fellow

As mentioned above, in 2019 we did not record the growth in the Fellows' individual networks, but we did anecdotally hear that several of them appreciated the many connections made, both within the cohort as well as within the broader social innovation community.

In terms of the RADIUS staff meals, 13 of 17 Fellows were able to participate in these meals, with some Fellows able to have two meals with different staff members. In general these were well received, with some opportunity to improve the accessibility (times and locations) of the meals as well as the ease of scheduling these for the co-hosts. Overall the idea was good, the arranging of schedules and planning may need to start at the beginning of the program in order for this opportunity to be fully realized.

LESSONS LEARNED

This was a big year of learning for us, as a team and as a community. Some of our biggest lessons learned included:

Community healing and inner work:

This year's cohort taught us that belonging and community healing was essential, not only for cohort-based learning but for effective changemaking. Growth happens when we set attention towards our inner work. We learned that the ongoing feedback forms allowed the facilitation team to not only see gaps in needs and curricular content, but also to be aware of the desire for more sessions centered on inner work. We would not have picked up on this without the ongoing feedback process introduced this year.

The value of co-creation:

A participatory curriculum continued to be very well received. Specifically this year, we witnessed the beauty in Fellows participating not just in topics for future sessions, but in how we opened and closed sessions, and how Fellows supported each other. The high degree of self-organization demonstrated by this group was spectacular. They organized weekly lunches, debriefing sessions, and a dinner-making club. The cohort model prompted deep learning and allowed facilitators to be responsive to the group's changing needs. The group this year was very cohesive and quick to inform facilitators of their response to each session which sometimes meant an adaptation of the facilitation to meet the changing needs of the participants. The Fellows clearly felt ownership over their learning and felt at ease advocating for themselves.

Two hosts are better than one, and it takes more time:

Having a facilitation team seemed beneficial for everyone, and we felt that holding this emergent space was best done with co-leads. We also learned that communication and coordination are key ingredients. We learned the importance of being clear as a hosting team. It was great to have two facilitators to relate to and support a diverse group of Fellows. That said, we likely underestimated how much time it takes as facilitators to be aligned in curriculum design, and at times this meant that the Fellows received conflicting or missing information. Overall, we learned that multiple hosts was good, and it did require more time and planning to coordinate and get aligned.



Open Questions

As the 2019 Fellowship comes to a close, we are left with some big questions. Each question is complex and requires further exploration and attention from our team.

How does the Fellowship want to position its identity in the coming years?

As we evolve, we've started to wonder and discuss how much of the program should be dedication to systems-thinking, social justice, social innovation and decolonization. Can all these topics co-exist in one Fellowship, or do we need to create our own content niche? Can the goals or framing of the Fellowship better align with the mission of RADIUS to support economic transformation?

How do we create structures of support and coaching for the facilitation team?

Ensuring facilitators have the proper training and support to hold this emergent space is important to us. How can we adequately support our facilitation team so that they are able to hold space for all the emergence that happens in the Fellowship? This question includes basic resourcing of time, but also the coaching, mentorship and management processes and structures, and the additional emotional weight that can oftentimes be held by our hosts.

How can we make our application more accessible to folks who may not self-identify as 'leaders' or 'changemakers'?

There are incredible individuals doing systems shifting work off the sides of their desks, who may not self-identify as a 'leader' or 'changemaker.' Other marginalized communities may not identify with these terms, hear about the RADIUS Fellowship, or see themselves reflected in the materials we produce. How can we ensure that we are being as inclusive as possible when designing and communicating about the RADIUS Fellowship? How do we not allow our biases to reduce access to those who may come from backgrounds different than our own?

How can we better integrate the Fellowship Alumni with the current cohort members?

In 2019 there were three main opportunities for RADIUS Fellowship alumni to engage with the 2019 cohort: the Fellowship social; a 'peer input session' as part of one evening workshop; and at Emerge. We are aware that there are many more untapped opportunities for the alumni to engage with and support the current cohorts. How might we generate more meaningful connections between members of different cohorts?

How can we better integrate RADIUS Fellows into the RADIUS Labs?

RADIUS currently runs four labs, each with their own goals, programming, staff and networks. How can we create more opportunities for mutual sharing and learning between the individual labs and the RADIUS Fellows?



Next Steps

We experimented, learned and stretched this year! Though there are many questions we will continue to sit with, we have selected a few additions we are committed to implementing for the 2020 Fellowship.



1) The creation and maintenance of an Advisory Council.

It was our goal to establish an Advisory Council for the 2019 Fellowship, but unfortunately did not have the time and capacity to make this happen. For 2020, we plan to actualize the goal of establishing an Advisory Council, a group of selected community leaders who advise the facilitation team on the curriculum and facilitation approach.



2) Supporting the facilitation team.

Ensuring that our facilitation team is set up for success is of utmost importance to us and as such we will continue to build better supports for our co-hosts. By improving and formalizing additional support systems and structures for our hosts, we hope to reduce ambiguity, provide channels for better, more timely feedback (within the team), and offer opportunities to process the emotional weight that can occur due to the rich breadth and depth of emotions and reactions that can arise in the course of a Fellowship.



Gratitudes



It takes a village to nurture a community. This Fellowship would not have been possible without the advice, time and support of many cherished community leaders. We are deeply grateful to all of the guest facilitators, speakers and support staff who gave their energy and expertise to this program: Sempulyam, Will Tao, Valeen Jules, Jorge Salazar, Chris Corrigan, Lindsay Cole, Shagufta Pasta, Laura Cuthbert, Johanna Lee, Anna Godefroy, Sonam Swarup, Randy Persad, Brielle Morgan, Julia Hulbert, Mervyn Mabini, Dr. Dara Kelly, Warren Hooley, David Kohler, Michelle Nahanee, Alexander Dirksen, and many of the RADIUS team.

We'd like to extend our thanks to our generous Alumni community who showed up to our events with open hearts and minds.

The 2019 Fellowship's success was due in large part to our two co-hosts, Jannika Nyberg and Aslam Bulbulia, who did a wonderful job stewarding the Fellowship while navigating all the learning that comes with hosting a program for the first time. We thank them both for their time, commitment, energy, and positive intentions.

To our sponsors, the Beedie School of Business, the Vancouver Foundation, Shaw, Scotiabank, The Charles Chang Institute for Entrepreneurship, and one unnamed donor, we are very grateful for your confidence in our ability to provide a deeply meaningful and impactful opportunity for this next generation of leaders in the Metro Vancouver region.

Finally, a big thank you to our Fellows for their patience and willingness to co-create their learning journey. They demonstrated incredible compassion and courage, individually and collectively.

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RADIUS opened me up to countless opportunities in my personal and professional life but, more importantly, I think it may have made me a better person. The connections I made at RADIUS are ones that I will cherish for the rest of my life.

- 2019 RADIUS Fellow

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THE 2019 RADIUS FELLOWSHIP WAS GENEROUSLY SUPPORTED BY:



“ The RADIUS Fellowship is a radically transformational experience. The program has shifted how I view the world and my community while providing me with connections and long-lasting friendships. But, I think the most amazing thing about the program is that it truly shifts your understanding of yourself and changes how you show up in the world. ”

- 2019 RADIUS Fellow





RADIUS

A Social
Innovation Hub

200 – 308 West Hastings Street
Vancouver, BC V6B 0P7



radiussfu.com



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