#CommunityFood: Innovations in Leadership
Part 3: Collective Impact through Network and Systems Leadership
An FSLN Webinar
Tuesday, September 18, 2018

Featuring:
Rich Pirog and Colleen Matts, Michigan State University’s Center for Regional Food Systems
Peter Allison and Hannah Leighton, Farm to Institution New England
Tina Tamai, Hawai’i Good Food Alliance
Presentation Outline

- Technical Orientation
- **Welcome and Introduction**
  - Collective Impact Overview
  - Michigan Farm to Institution Network
  - Farm to Institution New England
  - Hawai‘i Good Food Alliance
  - Q&A and Discussion
  - Upcoming Opportunities
The Food Systems Leadership Network

- A national Community of Practice to connect, support, and invest in the staff and leaders of non-profit, community-based organizations using food systems as their platform for positive social change.

- Provides accessible opportunities for peer-to-peer learning and support, professional development, and resource sharing.

- Focus on building systems leadership and organizational effectiveness

www.wallacecenter.org/fsln
#CommunityFood: Innovations in Leadership

Part 1: Cultivating Emerging Leadership from Within – Archived on ngfn.org and FSLN community of practice

Part 2: Shifting Organizational Structures for Equity and Empowerment – Archived

Part 3: Collective Impact through Network and Systems Leadership - Happening now!
- Farm to Institution New England
- Michigan State University’s Center for Regional Food Systems and Michigan Farm to Institution Network
- Hawai‘i Good Food Alliance

Wallace Center at WINROCK INTERNATIONAL
Presentation Outline

- Technical Orientation
- Welcome and Introduction

**Collective Impact Overview**

- Michigan Farm to Institution Network
- Farm to Institution New England
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COLLECTIVE IMPACT
THROUGH NETWORK AND SYSTEMS LEADERSHIP

• Challenges in the food system are systems-based; they require adaptive, complex, multi-stakeholder solutions
• Single organizations CANNOT solve complex problems themselves
• Grantmakers often fund individual organizations to solve problems
• Project evaluation often credits success attributable to an organization, or the leader of the organization
“Modernity is a miracle of systems. We miss the progress that’s happening right in front of us when we look for heroes instead of systems. If you want to improve something, look for ways to build better systems”. (Bill Gates – 2018)

• **Collective Impact** initiatives involve “the long-term commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem.” (Kania and Kramer, 2011)
COLLECTIVE IMPACT
FIVE CONDITIONS NECESSARY

1. a common agenda;
2. mutually reinforcing activities;
3. continuous communication;
4. shared measurement;
5. one or more backbone organization(s) to foster the health of the collaboration infrastructure
All networks are NOT the same!!!

Which best describes your network?

<table>
<thead>
<tr>
<th>Type of network</th>
<th>Risk Level (members)</th>
<th>How it operates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cooperating</td>
<td>Low</td>
<td>Model best practices; share info; test ideas and learn different approaches; convene problem-solving sessions</td>
</tr>
<tr>
<td></td>
<td>Little chance</td>
<td></td>
</tr>
<tr>
<td>Coordinating</td>
<td>Low to Moderate</td>
<td>Push established organizational boundaries; engage in activities requiring greater mutual reliance</td>
</tr>
<tr>
<td></td>
<td>Good chance</td>
<td></td>
</tr>
<tr>
<td>Collaborating</td>
<td>Moderate to High</td>
<td>Methods in place to resolve conflicts; pursuing long-term system creation; radical shifts from past operation; fundamental resource re-allocation; joint hiring of staff</td>
</tr>
<tr>
<td></td>
<td>Best chance</td>
<td></td>
</tr>
</tbody>
</table>

From Vandeventer, P., and M Mandell, 2007. Networks that Work
WHAT DOES CRFS DO?

Many people are working on different aspects of our food system—all across Michigan.

Center for Regional Food Systems helps bring these people together by convening and coordinating across networks.

WE PROVIDE: { • Webinars • Workshops • Listservs • Meetings • Conferences • Shared Measurement

GUIDING FRAMEWORKS: Collective Impact • Racial Equity
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MICHIGAN
Farm to Institution Network
20% by 2020
Background

› Mission – help institutions meet the 20% by 2020 goal of the Charter
› Purpose – space for learning, sharing and working together to help FTI grow
Network Structure at Launch - 2014

› Co-leads
  – CRFS & Ecology Center
› Management team
  – CRFS, Ecology Center, and MSU Extension
› Advisory committee
  – 8 Farm to Institution practitioners
› Leadership team
  – Staff from MDE, MDA, and MDCH
› Three subcommittees
  – Outreach, Research, and Tech Ed
› General membership
› Cultivate Michigan membership
Network Structure Now - 2018

› One coordinator
  – CRFS
› Management team
  – CRFS and MSU Extension
› Advisory Committee
  – 14 Farm to Institution practitioners
› Leadership team
  – Staff from MDE and MDARD
› General membership
› Cultivate Michigan membership
Cultivate Michigan Membership

66 PARTICIPATING INSTITUTIONS

13 hospitals
2 long term care facilities

43 schools & districts
5 early childhood programs
3 colleges & universities

and 8 other businesses or organizations
## Network Activities

<table>
<thead>
<tr>
<th>Location</th>
<th>Date</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>PETOSKEY</td>
<td>FEB 13</td>
<td>4-6 PM</td>
</tr>
<tr>
<td>ANN ARBOR</td>
<td>FEB 22</td>
<td>4-6 PM</td>
</tr>
<tr>
<td>FLINT</td>
<td>FEB 28</td>
<td>4-6 PM</td>
</tr>
<tr>
<td>GRAND RAPIDS</td>
<td>MAR 01</td>
<td>4-6 PM</td>
</tr>
</tbody>
</table>

**MICHIGAN ON THE MENU**
Challenges and Opportunities

- Food systems development
- Buyer and seller connections
- Partner development
Challenges and Opportunities

Funding

The big picture
MICHIGAN Farm to Institution Network 20% by 2020

Thank you!
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Introducing Farm to Institution New England: Mobilizing the Power of New England Institutions to Transform the Food System
Speakers

Peter Allison
Executive Director
Farm to Institution New England
peter@farmtoinst.org

Hannah Leighton
Research & Evaluation Manager
Farm to Institution New England
hannah@farmtoinst.org
Outline

About Us
FINE’s mission, history, approach, and programs

Challenges & Lessons
The zen of network organizing
About Us
Our Mission

To mobilize the power of New England institutions to transform our food system
Our History

Founded in 2011 as a partnership among regional farm to school leaders and the six New England agricultural commissioners.
Why Institutions?

Diversified and stable market

Buy 17% local food

Institutional demand for local is rising

3.7 million students, employees and patients spend time at New England institutions daily
Why Regional?

More producers up north and more consumers down south

Distributors and FSMCs operate across state lines

Shared history + culture → collaboration
In New England, there are:

- 4,628 Schools
- 210 Colleges
- 256 Hospitals
- 34,877 Farms
What We Offer

Network Services
- Events & Trainings
- Comms
- Research & Metrics

Programs
- Farm & Sea to Campus
- Food Service
- Public Policy

Communities of Practice
- Food Hubs & Processors
- Metrics Group
- Dining Operators
Challenges & Lessons Learned
Evolve & Adapt
Structure & Programs
Balance Roles

Network Backbone

Program Leadership

Organizational Sustainability
# Stay on Course

<table>
<thead>
<tr>
<th>0 POINTS [RED FLAG]</th>
<th>1 POINT</th>
<th>2 POINTS</th>
<th>3 POINTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Values &amp; Mission &amp; Vision</strong></td>
<td>Conflicts with one or more key values</td>
<td>Involves food system or institutions</td>
<td>NE institutions and NE food system</td>
</tr>
<tr>
<td><strong>Geography</strong></td>
<td>No NE connection</td>
<td>Nationwide with a moderate impact on NE</td>
<td>1 to 5 NE states, may inform regional strategy or benefit other NE states</td>
</tr>
<tr>
<td><strong>Sectors</strong></td>
<td>Does not relate to institutions</td>
<td>Serves only one of our core sectors</td>
<td>Serves two or three of our core sectors</td>
</tr>
<tr>
<td><strong>Local Food Served at Institutions</strong></td>
<td>Does not directly increase local food at institutions</td>
<td>Indirectly supports local food at institutions (education)</td>
<td>Very supportive of activities that increase local food at institutions</td>
</tr>
<tr>
<td><strong>Network</strong></td>
<td>Duplicates, confuses or conflicts with work of other partners</td>
<td>Unclear demand from or conflicts with partners</td>
<td>High demand for work, some overlap with other partners</td>
</tr>
<tr>
<td><strong>Stakeholder Awareness</strong></td>
<td>Will not increase stakeholder awareness</td>
<td>Low visibility and unclear impact of story or data</td>
<td>High visibility OR compelling story or data</td>
</tr>
<tr>
<td><strong>Food System Impact Through our Key Values</strong></td>
<td>No impact on regional food systems development or institutional markets</td>
<td>Impact on regional food systems, but not institutional markets - national or state level</td>
<td>Small impact on both regional food systems and institutional markets - national or state level</td>
</tr>
<tr>
<td><strong>Staff Capacity</strong></td>
<td>No new funds or good fit for current staff capacity</td>
<td>Hire new staff with project funds</td>
<td>Have staff skills but need to shift workload</td>
</tr>
<tr>
<td><strong>Budget/Funding</strong></td>
<td>Prevents us from doing other core work</td>
<td>Pays for project costs</td>
<td>Covers project costs and some general operating</td>
</tr>
</tbody>
</table>
Thanks for tuning in!
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**Hawai’i Good Food Alliance**

- Q&A and Discussion
- Upcoming Opportunities
THE HAWAII GOOD FOOD ALLIANCE

Tina Tamai, MPH, JD
Hawaii Good Food Alliance Task Force
Collective Impact Through Networks and Systems Leadership
Wallace Center Food Systems Leadership Network
September 18, 2018
Hawaii Good Food Alliance: A Network of Community-based Food Systems

- 8 Communities
- Community-based food system networks
- Allied to transform toward food justice/social equity
What makes the Alliance work:

- The People
- Good Relationships
- Group mindset
- Authenticity
Evolution of the Hawaii Good Food Alliance:

- One program manager
- One pilot project
- Various partners
Roots Food Hub

- PAINA Coalition
- Growing Food and Farmers
- Roots Cafe
- Story sharing
- Community Cooking
- Food business Support
- Mobile Market
- Farmers Markets
Evolution of the Hawaii Good Food Alliance:

- One-person backbone
- Replicate to Another Island
- Multiple sector partners
Evolution of the Hawaii Good Food Alliance:

- One-person backbone
- Expansion to multiple communities statewide
- Multiple sector partners
Evolution of the Hawaii Good Food Alliance:

- Task Force Team Backbone
- Expansion to multiple communities statewide
- Multiple sector partners
Evolution of the Hawaii Good Food Alliance:

Regrouped:

- Members: only community-based food systems
- Task Force team - backbone only
HAWAII GOOD FOOD ALLIANCE

End Goal:

- Everyone is networked and linked
- Transformative - social change - new social norm
Key Lessons/Take Aways:

- Have a clear vision - narrow and focused
- It’s an Evolution/ long process
  - Be flexible - regroup if needed
- Trust, listen and follow the communities
- Allow others to share in the lead
- Constant, clear, and transparent communications
Operations/Management:

- Need Backbone Person or Team - Glue
- Meet regularly
- Constant, clear communications
- Nice to have outside facilitator - 3rd party
Challenges:

- Funding for meetings/coordination of Network
- Keeping the momentum of the Network/Alliance
- Duplication with other organizations - work to define roles/partnerships
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**Q&A and Discussion**

- Upcoming Opportunities
Webinar Tech: To Ask a Question

• Type your question in the small box at the bottom of the Questions box.

• If possible, specify which panelist(s) you are addressing with your question.

• Press “Send”!
Collective Impact through Network and Systems Leadership: Discussion and Q&A
Webinar Series
Offered by the National Farm to Institution Metrics Collaborative

Topic Areas:
● Tracking
● Research
● Local/Good Food Promotion
● Network Organizing

Brought to you by the National Farm to Institution Metrics Collaborative and the National Good Food Network
Upcoming Opportunities

- **Sept. 20:** Value Chain Coordination: Making Matches Webinar
  >> ngfn.org/webinars

- **Sept. 20:** National Farm to School Network
  Trending Topics in Farm to School: State Farm to School Month Proclamations Webinar
  >> bit.ly/nfsn920webinar

- **Oct. 10:** Network for Incubator & Commissary Kitchen (NICK)
  Summit in Minnesota
  >> nickitchensummit.com
Thank You!!

Rich Pirog and Colleen Matts, Michigan State University’s Center for Regional Food Systems

Peter Allison and Hannah Leighton, Farm to Institution New England

Tina Tamai, Hawai’i Good Food Alliance