

# CROSS SECTOR LEADERSHIP CASE STUDIES

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By Pepperdine's Project on Cross Sector Leadership

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## PETE PETERSON

Dean | Pepperdine School of Public Policy

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### Reclaiming an American Form of Public Leadership

In their book on public leadership, *The Solution Revolution*, Bill Eggers and Paul MacMillan note that America's manner of responding to public policy challenges is shifting "from a government-dominated model to one in which government is just one player among many."

On issues ranging from child social services to disaster preparedness, leaders in the business, government, and nonprofit sectors are increasingly aware that effective solutions arise from creative relationships between the sectors. Cross sector experts Jeanne Becker and David B. Smith recently wrote in the *Stanford Social Innovation Review*, "With the rise in complex, interdependent, and emergent challenges, effective change to secure a brighter future will require transformative, collaborative leaders who can effectively lead cross sector collaborations."

Responding to complex public policy challenges through multi-sector partnerships is often seen as a modern solution for modern problems. However, this is more accurately a reawakening of a genuinely American public leadership skill. In the country's first decades, foreign observers like Alexis De Tocqueville marveled at the American capacity to solve problems through inventive "associations".

Visiting the Northeast United States in 1831, Hungarian Sandor Farkas admired, "New York has many such associations whose purpose is to encourage and advance human enterprise." The active philanthropic and business sectors in America bewildered European travelers who were accustomed to a government-centric model of service delivery.

It would be fair to label the past century as an "era of expertise" in public policy research. Experts, siloed in their particular organizations, developed policy solutions with little engagement from other sectors or the broader public. In the academic journal, *Public Administration Review*, Robert F. Durant and Susannah Bruns Ali noted, "Large segments of mainstream public administration scholarship...privilege bureaucratic expertise" over the participation of residents and other sectors. Unfortunately, America's graduate schools of public policy can be part of the problem.

Today's conference marks another step in the evolution of understanding effective public leadership. With a healthy respect for history, we can continue to reach forward and consider how cross sector relationships will respond to our most pressing public policy challenges.

At Pepperdine's School of Public Policy, we say that our grad students will "see public policy differently from here." This is not only a reference to our breathtaking views, but also how we teach public leadership in a way that prepares leaders across the government, business, philanthropic and nonprofit sectors.

So, welcome to Pepperdine – the new home for preparing and amplifying our current and future cross sector leaders!

## Cross Sector Leadership Case Studies

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### Page 3

American Red Cross | **Prepare Los Angeles**

### Page 4

Chicago Park District | **Night Out in the Park**

### Page 5

LA County & Southern CA Grantmakers | **Center for Strategic Partnerships**

### Page 6

Presidio Trust | **Presidio of San Francisco**

### Page 7

California Forward | **California Economic Summit**

### Page 8

Ernst & Young LLP | **The Entrepreneurial Mindset**

### Page 9

Motive International | **Countering Violent Extremism**

### Page 10

OceanCycle | **Cleaning Up Our Oceans**



## CASE STUDY Prepare Los Angeles

**Cross Sector Leader** Jarret Barrios, CEO

**Host Organization** American Red Cross, Los Angeles Region

**THE CHALLENGE** Prepare Los Angeles engages community leaders, elected officials, and agency leads in emergency management—together with the general public—to better prepare people and organizations for the next big earthquake.



### SECTOR PLAYERS ENGAGED

Government, Business, Nonprofit, Philanthropy, Community

### PROJECT GOALS

- » Build resiliency in vulnerable communities
- » Create and deepen relationships with partners
- » Leverage connections with other nonprofits and elected officials to deliver life-saving messages, information, and resources to community members

### OUTCOMES TO DATE

- » Developed web platform
- » Established community coalitions in 15 vulnerable communities led by 70+ “community ambassadors”
- » Enhanced service delivery efforts, including fire safety education, safety plans and smoke alarm installations in 8000+ households, all-hazard disaster preparedness courses for 10,000 plus residents
- » Engaged key LA County government agency partners in coordinated resilience efforts
- » Secured programmatic and funding support from leading private- and philanthropy sector partners.

### KEY LESSONS LEARNED

Vulnerable communities possess much greater risk for damage to property and loss of life when subjected to natural disasters. A coordinated, culturally-competent approach across sectors to engage grass-tops leaders of vulnerable communities moves the needle towards greater resilience. An effective resilience strategy builds national organizational capacity to respond to vulnerable populations anywhere in the United States.

### FOR MORE INFORMATION, CONTACT

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# CASE STUDY Night Out in the Park

**Cross Sector Leader** Peggy Stewart, Assistant Director - Culture, Arts and Nature

**Host Organization** Chicago Park District

**THE CHALLENGE** Provide free accessible arts programming to citizens across Chicago.



## SECTOR PLAYERS ENGAGED

Government, Nonprofit, Community

## PROJECT GOALS

- » Bring quality arts programming to neighborhood parks, including movies, dance, theater, and story telling
- » Host more than 2,000 cultural events and activities across 77 community areas and all 50 wards
- » Tell the story of Chicago communities
- » Measure change in the quality of life in neighborhoods
- » Re-define the idea of city “infrastructure” to include cultural activities

## OUTCOMES TO DATE

- » Provided 4,858 hours of safe, engaging events in public spaces through unique arts programming
- » Neighborhoods gained access to arts and culture
- » Programs supported local artists
- » Park spaces became enlivened with cultural events and art
- » Public spaces became culturally active spaces and, therefore, safer
- » Enhanced quality of life by establishing parks as hubs where people can make and experience art
- » Demonstrated that arts are a catalyst for active parks and safer communities



## AWARDS

Innovation Award for Social Equity recipient by the National Recreation and Park Association

## KEY LESSONS LEARNED

Buy-in and ownership at the park and community level is crucial. Though the project continues to grow, success still revolves around relationships at the community level. To make the program sustainable, artists from communities create work responsive to their community. Neighbors work with parks to plan and implement programs annually. Community-based organizations continue to partner with artists and parks.

## FOR MORE INFORMATION, CONTACT

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## CASE STUDY Center for Strategic Partnerships

**Cross Sector Leader** Kate Anderson, Center Director

**Host Organization** Chief Executive Office & Southern California Grantmakers

### THE CHALLENGE

Connect the private philanthropy sector and the county of Los Angeles so that together they can co-create solutions to root cause problems facing vulnerable residents of LA County.



### SECTOR PLAYERS ENGAGED

Government, Nonprofit, Philanthropy

### PROJECT GOALS

- » Leverage County resources with catalytic funds and thinking of the philanthropic community
- » Collaborate to help our systems effectively enable the most vulnerable populations in LA County to not only survive, but to thrive
- » Specifically within the child protection space, work to: prevent children and families from entering the child protection system; recruit and retain resource families for children in foster care, including placing them with relatives whenever possible; and support transition-age youth moving from foster care to independent adulthood

### OUTCOMES TO DATE

- » The Center has built relationships between 7 key County departments (plus LAHSA and First 5 LA) and 25 business sector partners investing in 30 joint initiatives
- » Helped our partners co-invest over \$4 million
- » Examples of our impacts together include: families in South Los Angeles have an easier time becoming foster parents; and mothers on welfare have the benefit of evidence-based home visiting services to help them build on their natural resiliency and to keep their families together
- » Earned unanimous Board of Supervisors approval to make the center permanent and move from the Office of Child Protection to an expanded role housed in the County's Chief Executive Office



### KEY LESSONS LEARNED

Public and philanthropic sectors want to partner with each other but often do not know how. An entity to help make the introductions, translate the cultures and the languages, help with the speed of trust is key to releasing that pent up demand. Opportunities for impact are exponentially increased when the sectors co-create solutions to the problems together. Philanthropy has value to add to the mix through sitting at the table with county personnel, impact is greatest when they are there at the thinking stage as opposed to being simply asked for funding. An entity to help them do the nitty-gritty work of getting the deal done is essential, both partners have other work to do and need the support.

### FOR MORE INFORMATION, CONTACT

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# CASE STUDY Presidio of San Francisco

**Cross Sector Leader** Josh Bagley, Real Estate Development

**Host Organization** Presidio Trust

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## THE CHALLENGE

The Presidio of San Francisco is a unique national park managed through an innovative partnership model. The Presidio is the only national park site in the country that does not receive federal funds to operate, maintain, and program the park. The Presidio Trust is the federal agency responsible for stewarding the Presidio's public lands without public funds. The Presidio Trust utilizes public-private partnerships to facilitate the investment and generate the revenue necessary to preserve and manage the Presidio.

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## SECTOR PLAYERS ENGAGED

Government, Business, Nonprofit, Philanthropy, Academia, Community

## PROJECT GOALS

- » Partner with the National Park Service and the Golden Gate National Parks Conservancy
- » Incur no cost to taxpayers
- » Bring alive the unique historic, natural, and recreational assets of the Presidio
- » Prioritize the inspiration, education, health, and enjoyment of all people

## OUTCOMES TO DATE

- » Established a unique 1,491-acre national park managed through an innovative partnership model
- » Continuing to run the park as a major attraction, a national treasure, and a place for the exchange of ideas
- » Welcoming more than 5 million visitors annually
- » Housing 3,000 residents and 200 tenant organizations in the Presidio's historic buildings



## KEY LESSONS LEARNED

Align project initiatives to support vision and strategic goals. When managing public resources, public engagement is critical. Create opportunities for divers and meaningful visitor experiences.

## FOR MORE INFORMATION, CONTACT

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## CASE STUDY California Economic Summit

Cross Sector Leader Jim Mayer, President & CEO

Host Organization California Forward

### THE CHALLENGE

The California Economic Summit develops and advances a comprehensive policy agenda for equitable and sustainable prosperity in California. The project – through year-round activities and an annual Summit – strives to harmonize the distinct priorities across diverse regions of California and communicate clearly to government leaders ways to grow quality jobs, a skilled workforce, resilient communities, and sustainable watersheds.



### SECTOR PLAYERS ENGAGED

Government, Business, Nonprofit, Philanthropy, Academia, Community

### PROJECT GOALS

- » Reduce poverty
- » Increase economic security
- » Restore upward mobility
- » Create 1 million more living wage jobs, 1 million more skilled workers, 1 million more affordable homes, and 1 million more acre-feet of water a year for 10 years

### OUTCOMES TO DATE

- » Played a role in creating and implementing the Strong Workforce Program, a \$200 million technical education program within community colleges
- » Increased completion and employment of students with industry-valued jobs
- » Established a framework the Governor and Legislature used for 2017 package
- » Developed legislation that created new authority to finance environmental restoration and community development projects
- » Supported numerous regional initiatives to create jobs, improve skill development programs, build affordable jobs, and better manage watersheds



### KEY LESSONS LEARNED

The Summit's accomplishments and momentum are the result of meaningful cross sector partnerships involving steward leaders who want to make system-scale changes. The participants value the new alliances that make change possible. The Summit provides venues, policy support and communications for those leaders to collaborate outside of adversarial, isolated, or competitive environments of day-to-day business.

### FOR MORE INFORMATION, CONTACT

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# CASE STUDY The Entrepreneurial Mindset

**Cross Sector Leader** Michelle Ng, **Community Engagement Leader, Financial Services**

**Host Organization** Ernst & Young LLP

## THE CHALLENGE

EY's purpose is to build a better working world. EY professionals fulfill this purpose in many ways which include applying their skills and competencies to help solve society's most pressing challenges. One of these challenges is the long-term decline of American entrepreneurship and the increasing need for a more entrepreneurial mindset.



## SECTOR PLAYERS ENGAGED

Government, Business, Nonprofit, Philanthropy, Academia

## PROJECT GOALS

- » Increase awareness of entrepreneurship for youth
- » Provide experiential learning opportunities for students
- » Amplify innovation capability through entrepreneurship learning
- » Broaden access of entrepreneurship education support for teachers
- » Empower corporate volunteers to contribute mentoring and specialty skills

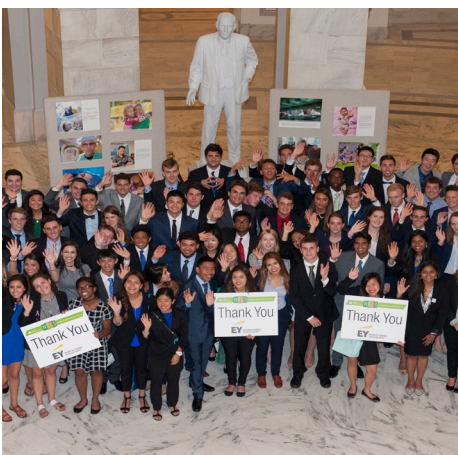
## OUTCOMES TO DATE

- » Built a concrete learning pathway and programming for K-12 students and teachers offered via in-school and supplemental education
- » Demonstrated significant increase of youth engagement during National Entrepreneurship Month
- » Produced program guides and toolkits to expand reach and benefits
- » Offered skills-based volunteering opportunities available year-round
- » Created thought leadership publications on entrepreneurship education



## KEY LESSONS LEARNED

Building trust and understanding among stakeholders across sectors is crucial. It helps greatly to manage vastly different priorities, expectations, and timelines through flexibility, contingencies, and succession planning. Applying a global mindset with inclusive practices will amplify impact with a diversity of background and experiences. In order to create opportunities and alliances for long-term collaboration, cross sector leaders must celebrate success, acknowledge challenges, and learn from mistakes often as a collective unit.



## FOR MORE INFORMATION, CONTACT

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## CASE STUDY Countering Violent Extremism

Cross Sector Leader Morgan Keay, Founder & CEO

Host Organization Motive International

### THE CHALLENGE

Bring civil society and religious groups into collaboration on official government policy formulation and program design related to countering violent extremism (CVE), despite a weak and marginalized civil society and reluctance by government.



### SECTOR PLAYERS ENGAGED

Government, Business, Nonprofit, Academia, IGOs/Multilateral institutions

### PROJECT GOALS

- » Craft a whole-of-society CVE plan
- » Play to the comparative advantages of government, civil society, IGOs, religious entities, and businesses
- » Leverage data from reputable academic institutions to shape evidence-based policy



### OUTCOMES TO DATE

- » Conducted trainings with Central Asian government officials
- » Garnered supportive rhetoric from the US government
- » Created access to civil society and academic databases

### KEY LESSONS LEARNED

Donor funding can be a key motivator for cross sector collaboration, but may not always be the right lever. Businesses can be useful as neutral conveners. The plethora of open-source academic data can be used to incentivize participation and motivate collaboration, especially among foreign governments.



### FOR MORE INFORMATION, CONTACT

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# CASE STUDY Cleaning Up Our Oceans

Cross Sector Leader Robert Goodwin, President & Chief Strategist

Host Organization OceanCycle

## THE CHALLENGE

OceanCycle is working to create systems that collect plastics before entering the ocean and integrating those materials back into the supply chains of major manufacturers around the world; as well as advancing biodegradable alternatives to single-use plastics.



## SECTOR PLAYERS ENGAGED

Government, Business, Nonprofit, Philanthropy, Academia

## PROJECT GOALS

- » Increase the amount of plastic collection, particularly in Asia
- » Create demand for ocean plastics amongst global manufacturer
- » Provide high quality, competitively priced raw materials made from recycled plastics
- » Create case studies about products made with ocean plastics
- » Educate companies and consumers on plastic biopolymers that are fully biodegradable in marine environments

## OUTCOMES TO DATE

- » Several smaller companies are now making items out of ocean plastic (e.g. sunglasses, phone cases, etc.)
- » Strong interest from major manufacturers (Bunzl) and their retail partners (IKEA, Home Depot, etc)
- » Hired to do a social media campaign about biopolymers starting in October

## KEY LESSONS LEARNED

Nothing worth doing is ever easy. Procurement departments have been designed to drive down costs and purpose is often a distant second to that. However, companies will choose a purpose-linked product if it is presented at the same price and quality level as competing options. Marketing department are sometimes willing to “buy down” the additional cost of using more purposeful materials, but that option is not sustainable over time.

## FOR MORE INFORMATION, CONTACT

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