



BECOME A FUSE EXECUTIVE FELLOW: EXPERIENCED LEADERSHIP FOR CIVIC INNOVATION

FUSE Corps is a nonpartisan, nonprofit organization that enables local government to more effectively address the biggest challenges facing urban communities. FUSE partners with civic leaders to identify strategic projects and then recruits entrepreneurial professionals to serve in year-long, executive-level fellowships. Fellows work full-time within targeted issue areas such as education, health, poverty, workforce development, transportation, and the environment.

A SUCCESSFUL FUSE FELLOW...



Brings 15+ years of professional experience to the FUSE project.



Develops high-impact solutions to complex challenges that cities are struggling to address.



Creates a strategic vision and turns it into actionable roadmaps to achieve measurable impact.



Establishes and maintains strong relationships with a diverse array of stakeholders to build a bench of champions and supporters.



Inspires civic leaders to reimagine what's possible in local government.



"The FUSE Fellowship provides a great avenue for experienced professionals from different backgrounds to solve targeted problems in their local communities. I was inspired to apply for this Fellowship by the opportunity to take on a challenging project in a high-impact role as a change agent in local government. In addition to learning about the critical aspects of designing city services through my project, the connections I've made and the support I've received through the FUSE network have been invaluable."

— GAYATHRI THAIKENDIYIL, 2016-17 FUSE Fellow, City and County of San Francisco

FUSE PROGRAM KEY ELEMENTS

LEADERSHIP TRAINING

with a focus on human-centered design, change management, adaptive leadership, and more.

EXECUTIVE COACHING

from experienced coaches who are available to advise Fellows and support their professional development.

PEER SUPPORT

from similarly experienced leaders working on projects across the country.

NETWORKING OPPORTUNITIES

with FUSE's national community of alumni, business executives, philanthropic partners, and civic innovation leaders.

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“Los Angeles is synonymous with innovation, and our spirit of ingenuity and drive is key to meeting challenges like homelessness and the need to create more affordable housing. Our partnership with FUSE is the largest of its kind in America, and it’s helping us bring extraordinary talent to a city where we’re always focused on envisioning tomorrow — and building it today.”

— Los Angeles Mayor ERIC GARCETTI



RECENT FUSE FELLOWS AND THEIR PROJECTS



SAN FRANCISCO: Fortifying Infrastructure to Mitigate the Effects of Climate Change

Scientists estimate with a high likelihood that one or more major earthquakes will occur in the City of San Francisco in the next 30 years, which raises the concern of addressing seismic vulnerability in the city to a top priority. The Port of San Francisco’s historic Seawall protects several miles of waterfront that are vital to the city for commercial, retail, office, industrial and maritime use. To help develop a strategy around financing and implementing a historic fortification effort, the Port of San Francisco hired FUSE Fellow Keven Brough. Keven is a Harvard Law alum and former McKinsey consultant with extensive experience advising global organizations on climate mitigation and sustainability strategies.



LONG BEACH: Creating an Integrated Approach to Addressing Homelessness

There are more than 2,000 homeless individuals in Long Beach and \$8M of public funding is allocated yearly for services such as shelter programs, food support, relocation, job training, placement and transportation assistance through a Continuum of Care. The City of Long Beach hired FUSE Fellow Sharon Meron to develop a strategic roadmap for better serving the homeless community and making the most efficient use of all available resources. Sharon, a Wharton MBA with extensive experience in the philanthropic and healthcare sectors, is working to better integrate interdepartmental services and coordinate the city’s efforts more closely with county and nonprofit initiatives, dramatically reducing the homeless population over time.



LOS ANGELES: Reimagining Funding for Affordable Housing

Like many major US cities, Los Angeles faces a housing affordability crisis. Recognizing the need to employ innovative financing vehicles and take a more strategic approach, the Los Angeles City Administrative Officer hired FUSE Fellow Frederick White to develop a long-term affordable housing strategy. Frederick is utilizing his 20 years of direct real estate investment experience across all major property sectors to explore feasible funding sources and new models to maximize the city’s resources and more efficiently develop housing units.



SEATTLE: Promoting Economic Opportunity through Workforce Development

With a booming economy and a variety of thriving industries, the City of Seattle is one of the fastest growing cities in the United States. However, with the flourishing economy have come challenges of inequity and disparity. This has led the city to focus on creating workforce development opportunities for all residents, particularly those that face barriers to employment. In an effort to develop and implement a streamlined workforce development initiative, the City of Seattle hired FUSE Fellow Suzanne Towns, an accomplished cross-sector leader with decades of experience, recently with leadership roles at the United Way of New York City and the AARP.



NEW ORLEANS: Developing and Implementing a Citywide Climate Action Plan

New Orleans is a global leader in adapting to the risks of climate change and now seeks to join cities around the world that are mitigating their impact on climate change through aggressive reductions in greenhouse gases. The New Orleans Office of the Chief Administrative Officer hired FUSE Fellow Siobhan Foley to work with the city and other stakeholders to develop and begin the implementation of a Climate Action Plan. Siobhan is a Columbia University alum with significant cross-sector and sustainability planning experience, most recently at the Clinton Global Initiative and the Center for Sustainable Energy.

APPLICATION & SELECTION TIMELINE

APRIL - AUGUST 2017 — APPLICATION PROCESS

Applications will be accepted and processed on a rolling basis as projects are posted.
The selection process includes:

Phone interview:
Strong Applicants are invited to a phone interview

Video Interview:
Successful phone interview candidates progress to a video interview.

In-Person Interview:
Finalists interview with the government agency hosting the project and have a chance to speak with former FUSE Fellows.

SEPTEMBER 2017

Fellow Selection:
Fellows for the 2017-2018 cohort are selected.

SEPTEMBER 25, 2017

Fellowship Year Begins:
Fellows kick off the year as a cohort at a week-long orientation and training in San Francisco.

APPLY TO BECOME A FELLOW → <http://fuse.force.com/Careers>



**“Building an Advanced Manufacturing Pipeline through Maker Education”
Fremont Economic Development Department
Fremont, CA**

PROJECT CONTEXT

Fremont is a manufacturing powerhouse with more than 800 manufacturers across multiple advanced industries including clean tech and life sciences. Most notably, Fremont is home to Tesla’s auto factory, which is modeling new ways of production through digitization, robotics, and the convergence of hardware and software. Tesla is one of hundreds of such examples in Fremont, which makes it a crucial player in the resurgence of U.S. manufacturing. In Fremont, there exists the software and hardware engineering talent of Silicon Valley, coupled with an unparalleled manufacturing supply chain and facilities. However, there are significant hurdles to maximizing these market dynamics, including the challenge of building the workforce pipeline. Nurturing more “hardware-focused” talent is imperative to sustaining the manufacturing comeback. And that nurturing must happen before college. Kids need to be more fundamentally connected with making things again. To compete with coding, app development, and other software pursuits, kids need more tinkering time, access to tools like 3-D printers, and enhanced opportunities to learn by doing, which are all hallmarks of a strong “Maker Education” initiative.

In December 2014, as an economic development initiative, the City of Fremont hosted a full-day “Ecolab” event to strategize about how to best position its new “Innovation District,” a showcase area of the city that highlights the city’s growing cluster of advanced manufacturing clean tech companies. At the top of the list of worthy projects was engaging youth to be an integral part of Fremont’s maker economy. This idea was met with enthusiasm by the Fremont Unified School District, a high-performing district of 35,000 students with an already strong focus on Science, Technology, Engineering and Math (STEM) studies. District and city leadership have since formed an Implementation Leadership Team that has met with an array of education stakeholders including teachers, parents, students, and nonprofit organizations to discuss ways to leverage existing hands-on and inquiry-based learning activities, and how to create a sustainable approach to positioning Fremont as a national leader in “Maker Education.”

Fremont Unified School District’s goal for its middle school students is to participate in an integrated, real-world, standards-based curriculum that promotes conceptual understanding, modern skills development, and knowledge acquisition. It is in this arena that the district would like to plant the seeds for Maker Education and illuminate the choices that adolescents might make as they enter high school. To support this work, the city will partner with FUSE Corps to host an executive-level Fellow for one year to partner with district officials in the creation of a comprehensive strategic plan to create a Maker Education curriculum for the district’s middle schools. The fellow will work with an array of stakeholders to develop a roadmap that guides the way toward an actionable implementation plan with a potential operating structure, funding sources, and key program elements.



PROJECT SUMMARY

The following provides a general overview of the proposed fellowship project. This project summary and the potential deliverables that follow will be collaboratively revisited by the host agency, the Fellow, and FUSE staff during the first month of the project, after which a revised scope of work will be developed and agreed upon by the Fellow and the host agency.

Starting in October 2017, it is proposed that the FUSE Fellow will begin by working to understand the current landscape of partners and programs focused on Maker Education, both within and outside the school district. Utilizing the existing stakeholder base along with potential new partners, the fellow will lead the development of a strategic plan with short-term, mid-term, and long-term goals to advance this community initiative addressing a potential operating structure, funding sources, and key program elements. The fellow will also identify a core working group that is willing to play a long-term leadership role in the initiative.

The fellow will also devote time to a more detailed work plan for key strategy elements, which may include: teacher training, identification or creation of physical “maker spaces,” marketing of events, clubs, and projects, student engagement in sourcing “ideas of impact,” and opportunities for partnerships with Fremont’s Advanced Manufacturing companies (including exploration of a “teacherships” summer program.)

Success in this project will be evaluated in terms of the fellow’s ability to quickly forge strong relationships with cross-sector stakeholders, a collaborative strategic planning effort, and identification and implementation of “short-term wins” that bring visibility and excitement for the new program. If successful, the fellow’s efforts will help kindle strong support for Maker Education in Fremont and position the city as a national model for Maker Education and workforce development goals related to the manufacturing/hardware industries.

POTENTIAL DELIVERABLES

- *Conduct a landscape analysis of partners and programs involved in the Maker Initiative* – Meet with a broad range of city and school-district stakeholders to better understand their perspectives, priorities, and potential barriers with regard to building a Maker Ed initiative. Identify and build relationships with key local business partners including Fremont’s vast manufacturing industry and begin to identify opportunities for public-private partnerships.
- *Create strategic plan for the Maker Education initiative* – In partnership with the Implementation Leadership Team, develop a strategic plan that includes:
 - Organization and governance structures
 - Resources and professional development needs
 - Metrics of success

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- A timeline with deadlines
 - An initial budget
 - A sustainable funding plan
 - Communication with neighboring districts on process and outcomes
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- *Create a work plan for promoting Maker Education* – Explore with stakeholders the marketing opportunities that promote and support the developing Maker Education activities and potential partnerships with external partners and businesses.

 - *Develop a sustainable two-way communications plan to engage families, school staff, and the Fremont community* – Conduct outreach to teachers, administrators, students, and parents at the junior high level to identify programmatic possibilities in which to embed STEAM (Science Technology, Engineering, Arts, Mathematics) practices as schools begin to shift to a middle school model starting in 2018-19.

 - *Implement short-term “wins” that bring visibility and excitement for the new program* – Identify and implement the most likely early “wins” that can be accomplished within the year to establish the new initiative and set a path toward sustained impact, including, if possible, a pilot partnership with an external partner. Support the development and institutionalization of structures and processes that reinforce and help sustain the collaboration between the city and the school district.

KEY STAKEHOLDERS

- **Fred Diaz**, City Manager, *City of Fremont*

- **Kelly Kline**, Economic Development Director and Chief Innovation Officer, *City of Fremont*

- **Linda Anderson**, Director of Curriculum, *Fremont Unified School District*

QUALIFICATIONS

- At least 15 years of professional experience in a relevant field, particularly with a strong background in management consulting, strategic planning, project management and/or data analytics. Familiarity with the fields of STEM/STEAM, education and/or workforce development would be a plus.



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- Strong record of success engaging various cross-sector stakeholders and managing cross-functional teams. Ability to relate to a wide variety of diverse audiences with varying interests with strong emotional intelligence and empathy.
 - Excellent stakeholder management skills and the ability to use facilitative techniques to influence people into action without direct reporting authority.
 - Superior critical thinking and analytical skills, and ability to synthesize complex information into clear and concise recommendations. Exceptional written and verbal communication skills with ease in public presentations.
 - Self-motivated, goal-oriented, entrepreneurial leader who is an independent worker, creatively resourceful in creating novel solutions to complex problems, persistent in obtaining information, and able to create direction and movement within potentially ambiguous environments.
 - Flexibility, adaptability, persistence, humility, inclusivity, and sensitivity to cultural differences.

TO APPLY

Visit <http://fuse.force.com/Careers> and click the link for this role to upload a resume and complete the online application questions in lieu of a cover letter. The application process will allow you to indicate interest in more than one fellowship opportunity. You only need to submit one application. Interested candidates are encouraged to apply as soon as possible, as selections will be made on a rolling basis and specific opportunities may close quickly.

This role offers the opportunity to work full time for 12 months as an independent contractor of FUSE Corps with an annual stipend of \$90,000 paid through monthly installments.

The FUSE Fellowship is an equal opportunity program with a core value of incorporating diverse perspectives. We strongly encourage candidates from all backgrounds to apply.