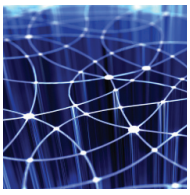
Transformer: How to build a network to change a system

A Case Study of the RE-AMP Energy Network



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The Consultative Group on Biological Diversity
CGBD

Executive Summary

For six years, the RE-AMP network—comprising 125 nonprofits and funders across eight states in the U.S.'s upper Midwest—has been focused on just one audacious goal: reducing regional global warming emissions 80 percent (from 2005 levels) by 2050. And it's working.

In just the past few years, the network has helped legislators pass energy efficiency policies in six states; promoted one of the most rigorous cap-and-trade programs in the nation; and halted the development of 28 new coal plants. The network has also built the capacity of regional activists, increased funding for its cause, created a number of shared resources, and developed stronger relationships between funders and nonprofits.

Much has been written about the power of networks to increase social impact. For nonprofits and funders that want to go deeper on the tactics of how to build an effective network, it is useful to understand *how* RE-AMP has done it. RE-AMP's process was well informed by decades of thinking related to systems dynamics and group facilitation. But what is new is the way in which RE-AMP combined these "best practices" with "next practices" to create a robust, resilient, and high-impact network.

Understanding just how RE-AMP accomplished this can give other groups interested in building a collective network to address a systems-level problem a roadmap to follow. During its two-month study of RE-AMP, Monitor Institute identified six key principles that RE-AMP members followed in building their network.

1 **START BY UNDERSTANDING THE SYSTEM YOU ARE TRYING TO CHANGE.** RE-AMP began with a year-long systems mapping process, which helped the network to agree upon a collective goal of reducing energy emissions by 80 percent. The shared map also gave participants insight into the four key levers necessary to change that larger system. From there, the group worked backward to design working groups and action plans with specific targeted goals, which were then used to coordinate and align member action and funding.

2 **INVOLVE BOTH FUNDERS AND NONPROFITS AS EQUALS FROM THE OUTSET.** Many social change efforts are carried out by nonprofits and paid for by funders; often each actor makes decisions independently, without knowing what others are doing. RE-AMP had nonprofits and funders agree on collective priorities within the context of a holistic system, then align their action and funding accordingly. In so doing, it created an opportunity for funders and nonprofits to engage as equals in setting shared strategies, even if their roles differ.

3 **DESIGN FOR A NETWORK, NOT AN ORGANIZATION—AND INVEST IN COLLECTIVE INFRASTRUCTURE.** Too many foundations trying to catalyze networks end up creating new, centralized organizations, which can dampen self-organizing and emergence. To truly enable coordinated action, RE-AMP focused on designing a network with decentralized structures, many hubs, shared leadership, and multiple platforms for connecting and communicating.

4 **CULTIVATE LEADERSHIP AT MANY LEVELS.** In the RE-AMP network, leadership has been exercised at various times by funders, consultants, facilitators, staff, and members elected to more formal leadership positions on a steering committee or working group. This shared leadership created resilience and greater effectiveness, as the network could push forward on multiple fronts simultaneously.

5 **CREATE MULTIPLE OPPORTUNITIES TO CONNECT AND COMMUNICATE.** Communication is the lifeblood of networks: it is critical to share information and coordinate action, both online and offline. RE-AMP has a robust technology platform called the Commons, which it supplements with conference calls, webinars, list-serves, face-to-face meetings, and an annual conference that brings the entire network together to build relationships and develop collective strategy.

6 **REMAIN ADAPTIVE AND EMERGENT—AND COMMITTED TO A LONG-TERM VISION.** One of the distinct benefits of networks is their ability to be more fluid than organizations and adapt to rapidly changing environments. Just as RE-AMP's design has remained decentralized, so too members continually monitor feedback loops to identify lessons learned and emerging opportunities for action. The hope is that this emergent structure will allow RE-AMP to remain resilient and effective even as external political or economic conditions change.

MONITOR'S RESEARCH ON NETWORKS

Monitor Institute focuses on innovative approaches to creating social impact, including the growing use of networks to enable greater coordination or collective action.

So when the RE-AMP network asked us to help capture the lessons it has learned over six years, we agreed. Our goal is to share the experience of RE-AMP and codify the process it followed in building its network so that other leaders can understand the benefits and challenges of this approach—and know how to get started.

Though we have written broadly about emerging network practices, we have found it helpful to ground our work in concrete case studies, such as this one. For more information about our other research into network approaches to social change, please visit www.workingwikily.net. Additionally, our recently released report, *What's Next for Philanthropy: Acting Bigger and Adapting Better in a Networked World*, echoes many of the themes in this case study.[1]

This case study is not based on a formal evaluation of RE-AMP, but rather on extensive interviews with its leaders, staff, consultants, and funders, as well as a review of internal documents (see the appendix for a complete list of both). We did not talk to individuals outside the RE-AMP network. It is also important to note that while Monitor Institute had final say over the content, the Consultative Group on Biological Diversity (CGBD) paid us to write this case study, with funding from the Garfield Foundation and the JM Kaplan Fund.

Both Monitor Institute and RE-AMP invite questions or feedback; in particular, we would love to hear more about your experience with building networks to change systems. For questions about the case study, or to share examples of other networks, please email heather_grant@monitor.com; for questions about the RE-AMP network, please e-mail rickreed@me.com.

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1 The report is available at: http://www.monitorinstitute.com/whatsnext/

2003

- Launched with a $2.5 million commitment from the Garfield Foundation over five years to determine if systems thinking and a networked approach could lead to greater alignment of effort among funders and grantees working to advance a clean energy economy across a six-state region in the upper Midwest.

2004

- Gathered an initial group of seven funders and 12 nonprofits, spread across six Midwestern states, to embark on a year-long systems mapping and planning process, securing their commitment to align their work and funding with the resulting vision.
- Identified four interdependent steps towards achieving an 80 percent reduction in atmospheric carbon from the electric sector by 2030: a 2 percent reduction in electricity use per year; a 57-times increase in renewable energy generation; a complete halt on new coal plant construction; and the retirement of 75 percent of the existing coal fleet.
- Secured $2 million in new grant funding for the fight against dirty coal.

2005

- Established the coal working group to block construction of all new coal plants in the Midwest that were not zero-emissions.
- Established the clean energy working group to advocate for renewables to comprise 20 percent of the region's energy portfolio by 2020 and 30 percent by 2030.
- Established the energy efficiency working group to drive policies that would incentivize both utilities and rate-payers to use power more wisely.
- Launched the Commons online platform to streamline communication and collaboration.
- Used professionally lead focus groups to determine the most effective message framing for clean energy in the upper Midwest and established a network-wide public messaging strategy.

2006

- Defeated three proposed coal plants.
- Held the first annual regional meeting with approximately 70 attendees, which proved to be a powerful way to knit the network and incubate new ideas.
- Established a steering committee to provide central direction, with representation from both nonprofits and funders.
- Established the global warming solutions working group to focus on regulating carbon directly and leveraging regional action to impact national climate change policies.
- Established the Media Center to create dedicated capacity for public opinion research and for providing all network members with professional media and messaging support.

2007

- Defeated nine proposed coal plants.
- Helped to pass the Minnesota Next Generation Act, the region's highest energy efficiency, renewable energy, and carbon emission standards.
- Helped to pass the Illinois Power Agency Act, which exceeded Minnesota's recently passed high energy efficiency standard.
- Established the Global Warming Strategic Action Fund as a re-granting pool for just-in-time support of the most urgent state-level projects.
- Established a learning and progress system for identifying key trends, insights, and opportunities.
- Hired the first full-time network coordinator.
- Added Michigan to the network, for a total of seven states.

2008

- Defeated seven proposed coal plants.
- Helped to pass landmark new energy legislation in Michigan.
- Established the transportation working group to improve efficiency and reduce pollution by promoting lower-carbon fuels, inter-city rail, and municipal public transit.
- The Global Warming Strategic Action Fund grows to $4 million.
- The annual meeting grows to 130 attendees.
- Formed the federal connections task force to link regional work to action at a national level.

2009

- Defeated five proposed coal plants.
- Helped to pass tough new national standards for auto pollution.
- Added Ohio to the network, for a total of eight states.
- Capped the over-subscribed annual meeting at 140 attendees.

2010

- Helped pass a complete streets law in Minnesota.
- Recruited faith, youth, ag, and social justice allies into the network.
- Helped secure an energy efficiency plan that will save Commonwealth Edison customers in IL close to $500 million over three years.
- Helped nearly triple investment in Wisconsin's statewide energy efficiency program by 2014.
- Made significant progress towards the defeat of Consumers Energy, Wolverine, and Holland coal plants in Michigan.

Transformer: How to build a network to change a system

It's hot and muggy on the outskirts of Chicago in August, as thunderclouds gather on the horizon.

Inside the Loyola University conference room, a heated discussion is underway as the region's most prominent environmental activists prepare for the fall 2010 elections. If a slate of conservative governors is elected, the activists' work could be set back by years. Or, if they're lucky, recent legislation designed to decrease carbon emissions and increase the use of renewable energy could stay intact.[1] In the conference room, the activists debate potential effects of various scenarios on their shared agenda: reducing global warming gases in eight Midwestern states a whopping 80 percent (from 2005 levels) by 2050.

The gathering is an annual ritual for the RE-AMP network[2] —a collaboration of 125 nonprofits and foundations focused on climate change and energy policy in the upper Midwest.[3] For regional climate activists, the conference has become a must-attend event: part watering hole, part late-night strategy session, part social activist war-room. It's the one time each year that members come together to connect the dots and share lessons about what they are learning in their respective organizations and states. And it's here that they craft their collective agenda for the coming year.[4] (See "Definition of Terms.")

Although RE-AMP is only six years old, it already reports impressive impact. The network has not yet undergone an ex-

DEFINITION OF TERMS

Though many of the terms we use in this paper have related meanings, there are important nuances. Here is how we define the terms used in this case study:

NETWORK: *An interconnected system of things or people.* We use this term most often when discussing social networks, or groups of individuals and organizations (nodes) that form a social structure with interdependent relationships (ties or links). Social networks come in countless forms, both online and offline. Some networks are characterized by greater degrees of coordination, or even collaboration (see definitions below); others may simply reflect social relationships and not imply any overarching shared goal or coordinated action (e.g., Facebook). The RE-AMP network exhibits varying degrees of coordination and collaboration among and between its members; though they share an overarching purpose and goal, not all member actions are always aligned.

SYSTEM: *A group of interdependent but interrelated elements that form a unified whole.* Whereas "networks" refers to groups, individuals, or organizations with shared relationships, "system" refers to the complex external environments in which social sector leaders are trying to intervene. The "system" referred to in this case study is local Midwest energy markets and related environmental emissions that are harming the environment. Factors influencing this system could include: regional energy supply and demand; consumer behavior and energy usage/efficiency; utility company policies, energy production methods, and regional distribution grids; energy prices; government regulation and policies; technological innovation such as renewable energy; and the action of environmentalists.

COORDINATION: *The regulation of diverse elements into an integrated and harmonious operation; the interaction of movements.*

COOPERATION: *Joint operation or action; working with others for a common purpose or benefit.*

COLLABORATION: *The act of working jointly; a process in which two or more people or organizations work together toward common goals.*

1 As of August 2010, analysts rated as tossups the governors' races in Minnesota, Ohio, Wisconsin, Michigan, Iowa, and Illinois. The region is "facing a potential 180-degree turn on energy and climate.... The next set of governors could make a huge dent in the region's future emissions." *ClimateWire,* June 4, 2010.

2 The name RE-AMP was initially an acronym standing for "Renewable Energy Alignment Mapping Project." Though the network has expanded far beyond an initial mapping project, the name has stuck.

3 There were 125 members as of September 2010, though this number keeps growing as more groups join the network.

4 The author of this report attended the August 2010 Annual Conference of the RE-AMP network as part of our research.

ternal evaluation, but it has been diligently tracking its progress. Accomplishments to date include helping legislators pass energy efficiency legislation in six states; pushing a rigorous cap-and-trade program through the Midwest Governors Association (MGA); and stopping the development of 28 new coal plants.[5] The network has also built the capacity of regional activists, brought in new funding, and increased coordination between funders and nonprofits.

Comprising 12 foundations and 113 nonprofits, RE-AMP is an example of grantmakers and activists working together toward a common goal. For those interested in learning from this approach, it's worth noting that the network did not just spontaneously emerge. In fact, it's the result of the strategic and concerted effort of a handful of early funders, advocates, and consultants. Understanding just how the RE-AMP network was built can give other groups interested in emulating this approach a roadmap to follow.

A Shared Understanding of the Problem

It all started seven years ago, when the Massachusetts-based Garfield Foundation began exploring new approaches to social change.[6] Like many funders, the Foundation had been making a number of small grants (just over $3 million per year at the time) to nonprofits focused on environmental and community issues and then holding grantees accountable for results. But they weren't seeing the larger impact they desired. "There was excellent work being done on the ground, but it was very fragmented and siloed," says Jennie Curtis, executive director of the Garfield Foundation since 2001. "There was not a lot of collaboration among grantees, and there was not a lot of aligned grantmaking among foundations."

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> EXECUTIVE DIRECTOR
> GARFIELD FOUNDATION

In 2003 the Foundation hired Bay Area consultant Rick Reed to help them explore new ways of working.[7] Rather than providing grants to more niche programs, they decided to use systems mapping to help coordinate action among nonprofits and funders on a specific issue. (See "Systems Thinking 101" on page 6.) Garfield's trustees gave the go-ahead to test two basic hypotheses: that "large-scale, highly complex problems are best approached through systems thinking" and that "alignment between and among nonprofits and foundations is necessary for significant change to take place."[8]

The Garfield Foundation, with Reed's help, scoured the country for the right issue, region, and players to help test these ideas. After six months, they identified the Midwest as an area ripe for greater environmental impact. The region contributes significantly to global warming because of manufacturing and coal, and often blocks national policies in order to protect jobs. "This was an effort to get the Midwest moving on these

5 Statistics on outcomes are self-reported and have not been independently validated.
6 The Garfield Foundation—a private family foundation incorporated in New Jersey—was initially established in the 1970s by the Garfield family, who had made money in a variety of businesses. It was refocused by family heirs and trustees and re-launched in 2001 to make grants in the areas of environmental sustainability and community revitalization.
7 Acting as an agent of the Garfield Foundation, Reed has played the role of "network weaver" and lead consultant over the past six years at RE-AMP.
8 From the RE-AMP Executive Summary, 2007.

issues," says David Gard, energy program director at the Michigan Environmental Council and an active member of RE-AMP. "Nothing is going to happen in Washington, D.C., unless we can get the rust-belt states to take this seriously."

Other reasons the Midwest made sense include ongoing experimentation with alternative energy sources, such as wind farms and bio-fuels.[9] Additionally, a number of regional environmental leaders were eager to try something new. "We were sick of losing on this issue," says RE-AMP steering committee member Michael Noble, who is also the executive director of Fresh Energy, an environmental nonprofit. "We thought that if we had a better game plan, then we might win more."

SYSTEMS THINKING 101

Systems thinking is the ability to see holistically the many different types of relationships between the many elements in a complex system. Systems thinking, and "systems dynamics," are related interdisciplinary fields that have developed over 60 years, with many different influences ranging from engineering, math, biology, computer science, sociology, and psychology. Systems thinking is distinguished from traditional scientific, rationalist thinking in which problems are broken down into their separate component parts.

Systems thinking and mapping have been used in many fields to conceptualize complex systems and solve problems. It is based on the idea that the behavior of all systems follows certain common principles and interdependencies that go far beyond our normal ways of thinking about cause and effect. It is a way of paying attention to the world in order to see how any given action interrelates with other areas of activity. Often, unexpected dynamics emerge, suggesting innovative solutions grounded in a deeper understanding of reality. A number of universities have trained several generations of systems mapping experts, and there are computer programs and other analytical tools that support this type of process.

Adapted from a short summary written by Jennie Curtis and Rick Reed of the Garfield Foundation.

The Garfield Foundation kicked off the project in 2004 with a year-long exercise to map Midwest energy issues. Twelve nonprofits and seven foundations participated, all agreeing to align their programs or grantmaking if the maps generated new insights. Importantly, grantmakers and activists were invited to participate as equals, because both had important roles to play in changing the system. Activists could mobilize their organizations to implement programs and advocate for new policies. Funders could provide the resources needed and leverage their reputations, knowledge, and networks. "The systems are complex enough that you have to understand the interrelationship of the issues *and* all the players," says consultant Rick Reed. "You can't achieve long-term progress without that."

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>
> Rick Reed
> SENIOR ADVISOR TO THE GARFIELD FOUNDATION AND TO THE RE-AMP STEERING COMMITTEE

The process was slow going at first, and not everyone thought it was a good idea. "There was some initial hesitation about RE-AMP," concedes Chris Deisinger, a consultant who works for the Energy Foundation, a long-time funder of environmental issues in the Midwest. "Was it necessary? Did we need a new model? Would it augment what was already happening, or was it a diversion from current work?" Additionally, he said some people found the process too laborious: "I think to a lot of people with a practical Midwestern mindset this seemed too fuzzy and hand-waving."

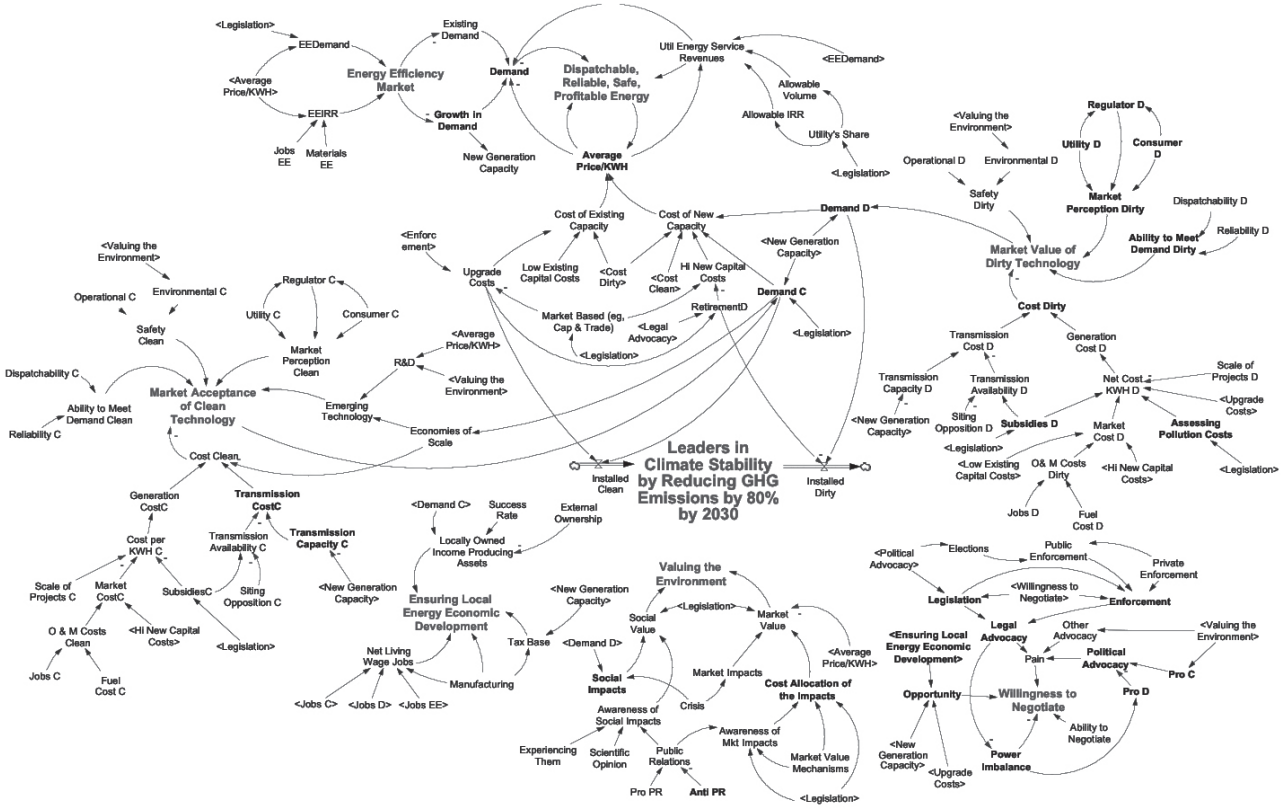
Indeed, the year-long systems mapping did require significant time, effort, and patience.[10] However, the resulting map—and the conversations it sparked—enabled participants to begin to understand the multiple forces animating regional energy

9 From an internal work-in-progress summary of the network by journalist Ron Meador.

10 The group required several different facilitators at different phases in its early evolution. Reed had initially brought in a subcontractor to do the systems map, but he says this consulting firm was overly focused on the end product and not effective at engaging stakeholders in the process. So Reed replaced them with a second consultant who reworked the systems map in a more participatory fashion.

THE RE-AMP SYSTEMS MAP

This systems map sparked conversations that helped RE-AMP participants begin to understand the multiple forces animating regional energy systems.



systems. (See "The RE-AMP Systems Map" on page 7.) It also helped the group build trust, generate meaningful insights, and ultimately align on a single overarching goal: they decided they would try to reduce pollution from the electric sector 80 percent by 2030.[11] This "Big Hairy Audacious Goal"[12] became RE-AMP's overarching target, against which all future actions could be aligned and then evaluated.

Through reflection on the map, and subsequent discussions, participants identified four key levers critical to reaching the group's larger goal. They would have to stop the building of all new pulverized coal-fired power plants; retire most of the region's existing coal plants; replace coal-generated electricity with renewable power; and reduce overall electric consumption through increased efficiency.[13] And they would need to do these four things not sequentially, but at the same time. The group realized that "unless they coordinated to work on those four levers simultaneously, they wouldn't make

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>
> Ruth Rominger
> CONSULTANT

11 RE-AMP initially focused on reducing emissions in just the energy sector 80 percent by 2030; since that time they have broadened their focus, adjusting the goal to reducing overall emissions in the region 80 percent by 2050.

12 The phrase "Big Hairy Audacious Goal" was first used by authors Jim Collins and Jerry Pouras in their book, *Built to Last*. The emergent RE-AMP network found it useful to have one overarching long-term goal that provided direction but did not dictate the path to get there.

13 They identified four interdependent steps toward achieving an 80 percent reduction in atmospheric carbon from the electric sector by 2030: a 2 percent reduction in electricity use per year; a 57-times increase in renewable energy generation; a complete halt on new coal plant construction; and the retirement of 75 percent of the existing coal fleet.

progress," says consultant Ruth Rominger, an expert on social networks and complexity theory. "The interconnectedness of the issues, and the danger of potentially working against other advocates, was really the biggest 'aha' of it all."

For example, activists discovered that they could not scale up renewables without also shutting down coal. "The Midwest was an outsize contributor to global warming through its use of coal, but nobody had tackled that yet," says Reed.

Next, the original mapping participants selected four leaders who had emerged from the mapping process, all of whom worked for nonprofits. The Garfield Foundation asked them to assemble "dream teams"—between six and 10 other organizations—and develop action plans for each of the levers. Through this simple step, the RE-AMP mapping effort expanded from engaging 12 nonprofits to engaging nearly 40. (The network has continued to evolve in an organic way, adding more nonprofits and foundations who agree to the 80 percent goal and to basic membership requirements.)[14]

The Garfield Foundation was generous in its early support: it invested heavily in the mapping process, facilitation, and identification of the key levers and goals. Each team leader was given a $50,000 planning grant and the support of an experienced facilitator. Over the next six months, the groups came up with specific ways to achieve an 80 percent pollution reduction and developed concrete five-year plans.

At this point participants realized they needed to build a platform for organizing their work across groups, coordinating activities, and sharing information on a regular basis. "It was a complex system we were trying to change, so we realized we needed to operate as a network," says Rominger. "Only in the last few years has it become much clearer how the network structure and organization is critical to the success of a systems strategy. There aren't many good robust examples of this kind of work yet."

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Designing and Building the Network

From the beginning, participants and consultants involved in RE-AMP were clear that they were designing a network—not an organization: it had to be decentralized and distributed. "It's not its own nonprofit, it's a network of people who choose to operate as a network," says Rominger. "We wanted to empower and grow the capacity of all the organizations, not start a new organization."

It also had to be a *learning* network, which meant participants needed to be able to share information and ideas both in-person and online. Soon, a network structure and infrastructure evolved that has remained relatively consistent, albeit emergent, for the past five years. While RE-AMP's structure is a bit laborious to describe, it is almost impossible to understand how the network actually does what it does without under-

14 According to RE-AMP's membership guidelines, a nonprofit may join as a member if it agrees to the big picture goal, agrees to share information, participates in a working group, responds to inquiries and requests from the network, designates a point person to go through training, votes in the steering committee elections, and aids communication between the network and the member organization. Allies get updates and have access to networking but don't have voting rights and are generally less engaged.

standing how it is configured. (See "The RE-AMP Network Map" on page 10.) The main structural components of the RE-AMP network are:

- **SIX WORKING GROUPS** that sit at the core of the network. (See Appendix C for a more detailed overview of the working groups.) All RE-AMP work is coordinated through these groups—one for each lever (coal,[15] clean energy, energy efficiency); one focused on carbon regulation (global warming solutions); one on transportation; and an additional group for funders. Each working group has an elected chairperson, who helps set the agenda and coordinate work among participants. Five caucuses, added in the last few years, also provide outreach to specific constituents, such as youth, faith-based communities, rural areas, national environmental organizations, and nonprofits tracking the policies of the Midwestern Governors Association.

- **THE STEERING COMMITTEE** provides overall governance and is responsible for maintaining RE-AMP's systems perspective by identifying gaps in strategy, developing processes for learning, and designing the network infrastructure. It has nine members who are elected for three-year terms—six working group chairs, and three at-large members—and an additional two who are appointed based on expertise. "It's important to have centralized body looking across different working groups so they don't get siloed," says network coordinator Elizabeth Wheeler. "They distribute information across the whole network."

- **STAFF AND NETWORK COORDINATOR:** The network is supported by eight full-time staff equivalents, including network coordinator Elizabeth Wheeler.[16] Rather than sharing office space, staff members are assigned to the chairperson of each working group (and three caucuses), who each work out of their own respective organizations. "We wanted to make sure the leadership was distributed within the network and that resources were going to member organizations rather than siphoning them away to pay for a RE-AMP office," says Wheeler.

- **THE COMMONS** is an online platform that enables information sharing and collaboration. Working groups each have pages that they can populate with updates, shared files, and other information. Additionally, list-serves send out rapid communication to group members. Members can upload documents, and there are related functions like wikis and blogs that allow robust communication.

- The shared **MEDIA CENTER** is staffed with experts who provide media support to all members. "The idea is to have coordinated messaging and media strategies across the region, as well as to add capacity," says Wheeler. "It doesn't make sense

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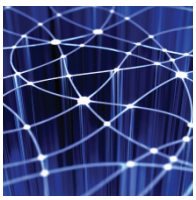
>
> Elizabeth Wheeler
> NETWORK COORDINATOR

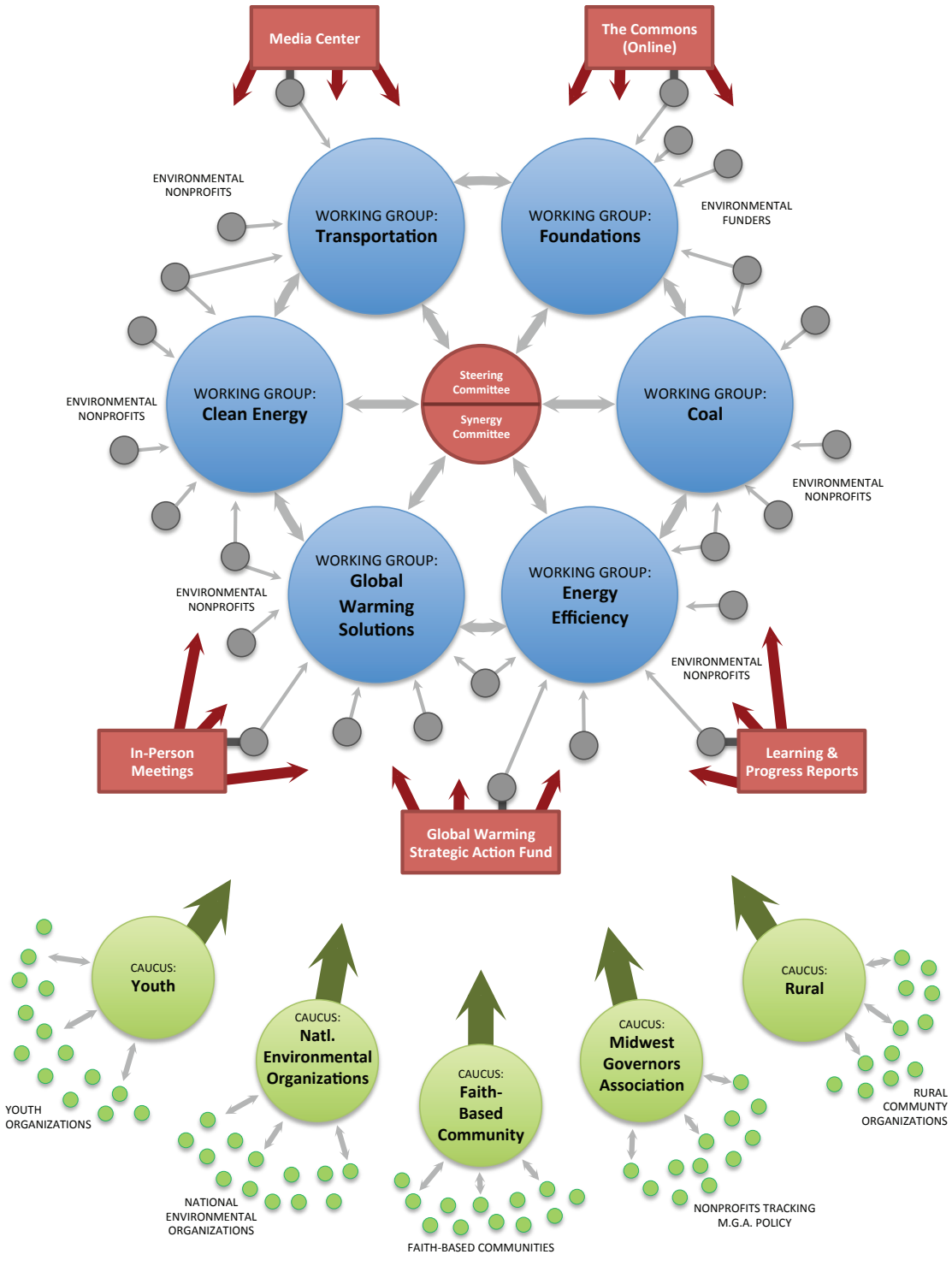


15 Initially there were two groups focused on coal: those interested in retiring existing coal and those who wanted to stop new coal plants from being built. Eventually these two groups were merged into one.

16 Wheeler was brought on as the first full-time network staff person in 2007, with other staff members added later. Up to that point, these functions were carried out by Reed, with support from the steering committee. Wheeler now coordinates the annual meetings, manages the other staff, develops the budget and financials, helps with fundraising and administration, supports the steering committee, and essentially fulfills a role similar to a COO.

THE RE-AMP NETWORK MAP

This map of the full RE-AMP network shows its relatively flat organizational structure for coordinating the working groups' activities.



for small organizations to hire their own media staff." In 2010 the center launched *MidWest Energy News*, a daily online magazine that aggregates all relevant media coverage into one site.

- Recently a **LEARNING AND PROGRESS** system was launched to track activities across the network. Though the system is new and not yet fully utilized, it is another attempt to decrease the burden on each organization to do separate reporting. Members are asked to input data online and to track progress against their goals. The learning and progress analyst then analyzes this data looking for cross-cutting patterns, gaps, and opportunities to share information with other members.

- The **GLOBAL WARMING STRATEGIC ACTION FUND (GWSAF)** is a pooled fund, started in 2007, that supports urgent state-level and network-wide projects. Today the fund makes between $3 million and $4 million in grants per year and is supported by donations ranging from $650,000 to $1 million from four foundations: the Kresge Foundation, the McKnight Foundation, the Garfield Foundation, and the Kendeda Fund. An additional eight foundations provide operating support for the whole network.[17] "The fund is significant because decisions are being made by funders and advocates together," says the Garfield Foundation's Jennie Curtis. "I don't know of another case where advocates are reviewing grant proposals and making decisions about who to give money to."

- **"PRIME TIME"** is a bottom-up annual strategic planning process whereby state and local organizations develop their priorities for the upcoming year. These priorities are then sent to the GWSAF fund committee, comprising contributing donors and working group leaders. The committee uses this input to craft requests for proposal, which lead to aligned proposals from advocates in each state. "Thanks to participation by the nonprofits, it's an amazingly informed grantmaking process," remarks Diane Ives of the Kendeda Fund. Active member David Gard concurs: "It forces us to make choices and figure out what the group as whole should be doing."

Challenges Along the Way

Building out the RE-AMP network wasn't effortless—in fact, at each phase of its evolution, a new challenge emerged that network leaders had to resolve. Right out of the gate, RE-AMP had to confront some initial resistance, because its process flew in the face of accepted practice. "There was one really powerful foundation that was not impressed with any of this," said one nonprofit leader involved in RE-AMP. "And a few powerful nonprofits tried to kick it to the side. They didn't see the value in it, or they thought that it was going to be an end to their dominance."

Instead of worrying about these skeptics, the Garfield Foundation convened early enthusiasts, who acted as catalysts. "The 'secret sauce' was respected local leadership,"

"There was one really powerful foundation that was not impressed with any of this. And a few powerful nonprofits tried to kick it to the side. They didn't see the value in it, or they thought that it was going to be an end to their dominance."

NON-PROFIT LEADER INVOLVED IN RE-AMP

17 RE-AMP's operating budget is $800,000, which includes costs for the annual conference, steering committee meetings, all staff support (eight FTEs), some of the cost of the Commons, and a contribution toward the Media Center, which also raises additional external funding. This operating budget is covered by 12 foundations, which each contribute from $25,000 to $100,000 per year.

says consultant Rick Reed. "We had an unbelievably rocky start. But the promise of the value proposition and outcomes was so compelling that when the whole thing hit a wall, these leaders ignored the critics and maintained commitment and enthusiasm." Eventually, says Reed, the insights from the systems map also generated a sense of momentum.

A second challenge arose when the group moved from the initial map to doing collective strategic planning. It was difficult to get participants to shift from thinking of their own individual organizational strategies to thinking about strategy in the context of the whole system. And both nonprofits and funders had to find new ways to work together while still respecting their unique roles. "The biggest challenge hasn't been with the nonprofits," says one consultant. "The biggest has been getting the foundations to operate differently. They are all used to being independent agents, with their own checkbooks."

> "The biggest challenge hasn't been with the nonprofits. The biggest has been getting the foundations to operate differently. They are all used to being independent agents, with their own checkbooks."
>
> Anonymous
> CONSULTANT

Next, the group had to figure out how to build the right amount of infrastructure and technology to support the emerging network, without becoming overly centralized. The first Commons platform was built in 2005, before people were used to interactive online technologies or Web 2.0. A combination of high expectations and low user skills resulted in a few early flops. "We had big aspirations for the Commons," says Reed. "But we didn't have the technical chops to pull it off initially." Today's version 3.0 functions much better than earlier versions, both because the tools have gotten easier to use and because users have developed more skills and familiarity with social media.

Ultimately, the Commons has enabled members to work in new ways, with greater openness, transparency, sharing of information, and coordination of action. "Any time you launch a new technology platform, it's challenging to get people to change their habits and how they work," says Reed.

Setting aside what has been difficult in the development of the network, there have been other challenges as well. For example, "RE-AMP is an institution that can't speak as institution," says steering committee member Kate Gordon, who is now a vice president for energy policy at the Center for American Progress in Washington, D.C. "It would be so useful to have a 'trade association' of organizations in the Midwest to place an ad or write an op-ed. But RE-AMP is not set up to be that." As a consequence, she believes RE-AMP doesn't have as much influence over federal policy as it could.

In fact, the victory of Obama in 2008 and the shift to a federal focus on climate policy may have actually set back RE-AMP's work. "National funders thought we were going to get the solution in D.C., so they refocused their funding there," says active member Steve Morse, who is the executive director of the Minnesota Environmental Partnership. "This led to an undercutting of work at the local and state level." Now that federal cap-and-trade legislation has stalled out, and Republicans control Congress, there may be a shift back to regional work.

But despite these challenges, everyone interviewed for this case adamantly believes that the RE-AMP network's benefits outweigh its costs. "The benefits are greater collaboration, building critical mass, and having leverage," says Morse. "What I didn't anticipate was also the good strategic thinking going on, and the strong role of foundations being able to put money behind the strategies. So I think the benefits definitely outweigh the costs."

Making the Case for Connection

Underlying the initial hypotheses being tested through the systems mapping and network formation was a big assumption: that this collaborative approach would result in better outcomes than typical program-focused grantmaking. So has it?

RE-AMP has yet to conduct a formal evaluation, though individual member organizations have reported results and each working group highlights its outcomes. The new learning and progress system also makes it easier to track many initiatives going on across the network. (See "RE-AMP Network Outcomes.")

And while it's possible that these outcomes could have been achieved by individual organizations working alone, it's highly unlikely. The desire to assign unique causality is a perpetual challenge of evaluating collective action, or networks. "It's really hard to decipher the difference made by a member organizations and progress made by RE-AMP," says network coordinator Elizabeth Wheeler. "It's very hard to assign credit."

Consider this: prior to RE-AMP, none of the member organizations had managed to shut down multiple coal plants, pass comprehensive energy efficiency or renewable energy legislation, or influence the Midwestern Governors Association to adopt tougher standards. Rather, fragmented progress was being made on each of these issues, but in a lower-impact way. Post-RE-AMP, activists were able to get much more comprehensive

RE-AMP NETWORK OUTCOMES

DIRECT OUTCOMES:

- **Stopped the building of 28 new coal plants in four years**
- **Reduced overall coal usage among all RE-AMP states:** Net generation has fallen by 5.8% since 2005; since 2004, RE-AMP states avoided 19,000 MWs and 131 million tons of CO_2 from coal power

LEGISLATION/ADVOCACY OUTCOMES:

- **State Renewable Energy Standards (RES) adopted in five states:** OH, MI, IL, WI, MN
- **Energy Efficiency Portfolio Standards (EEPS) adopted in six states:** IL, MN, WI, IA, MI, OH
- **New transportation legislation designed to decrease emissions passed in three states:** MN, IL, WI
- **Midwest Governors Association** adopted the toughest cap-and-trade recommendations in the nation
- **Helped defeat anti-environmental federal legislation**, and represented Midwest interests in federal climate change policy deliberations

PROCESS / NETWORK OUTCOMES:

- **Much greater strategic coordination between funders and activists** working on energy issues in the Midwest; improved qualitative relationships and better strategic alignment
- **More effective and efficient local action** based on a shared frame and understanding of the problem, collectively developed strategies, and sharing of information on emerging practices, or "what works"
- **Greater overall power and influence** on local energy issues and policies owing to coordinated campaigns and collective action
- **Development of shared resources** (Media Center, the Commons), which saves individual nonprofits time and money and enhances their organizational capacity
- **Enhanced nonprofit leadership and network capacity**, built by working together and allowing opportunities for shared leadership and peer-to-peer learning within the network
- **Shared media frames and messages** to the public about energy issues
- **Increased funding** flowing to energy issues in the region

policies passed by combining things like energy efficiency, carbon caps, and renewable energy standards in legislation.

"If you invest in infrastructure to facilitate collaboration and learning, and you set up guidelines to encourage that behavior, you'll get better results much faster," says Rick Reed. "We're currently collecting the data to prove that." Reed says the network is soon going to undertake a more rigorous evaluation process to independently confirm its results.[18]

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Rick Reed
SENIOR ADVISOR TO THE GARFIELD FOUNDATION AND TO THE RE-AMP STEERING COMMITTEE

In addition to "content" outcomes, the network has also created a number of positive "process" outcomes. It has created much greater alignment among strategies on the ground; fostered significant knowledge sharing and capacity building; increased the power of each organization through collective action; brought new funding to the region and new players to the issue; and helped build relationships across previously disconnected nonprofits and funders.

Arguably, by developing a shared understanding of the system, activists have also saved both time and money. Typically each nonprofit carves off its own "niche" without taking into consideration the complexity of the dynamic system in which they operate. But the RE-AMP network helps its members see this larger picture, focus on what's important, and reallocate resources in that direction—making them both more efficient and more effective.

It also helps nonprofits identify critical gaps—such as the lack of activities focused on shutting down coal plants prior to the network's formation. "When we finished the initial systems analysis we saw about $2 million move across the table toward fighting coal," says Reed. "That's an example of how an insight from a set of analytical tools created the context for foundations and activists to look at what they were doing and make big changes."

Because nonprofits and funders regularly share information via the network, it helps them avoid reinventing the wheel—or making the same mistakes. "If we're pursuing authorization for cap-and-trade in different states, we can learn from each other and from our campaigns about what's working and not working," says steering committee member Keith Reopelle, a senior policy director at Clean Wisconsin.

These smaller independent actors can also align their actions around specific campaigns; this is particularly important in advocacy, where significant influence is often needed to shift public opinion or policymakers' position on an issue. "A holistic perspective has definitely improved the politics in this region," says Reed. "Advocates that would get divided now have the same working framework. They got much more comprehensive and stronger laws on the books as result of being able to see the overall set of goals."

The RE-AMP network has also resulted in increased funding flowing to Midwestern environmental issues. Before the existence of RE-AMP, only a few large foundations fund-

18 Rather than wait for a full evaluation, RE-AMP was eager to share some of its lessons learned sooner via this case study.

ed climate change in this region; now, a total of 14 funders support RE-AMP work.[19] The network has also resulted in better relationships between funders and nonprofits. "RE-AMP is breaking down the stereotypical division of grantees asking for money and funders deciding what makes sense," says Keith Reopelle. "That has been huge. It makes it easier for foundations because they have more information. And it has made it easier for the environmental community to know what is going to be funded."

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>
> Keith Reopelle
> STEERING COMMITTEE MEMBER AND SENIOR POLICY DIRECTOR AT CLEAN WISCONSIN

RE-AMP's Network Principles

The nonprofit sector has been talking about collaboration for decades, and there have been many failed attempts to build sustainable coalitions, alliances, or coordinated efforts. Perhaps these efforts failed because they were too ambitious, or too naïve—they didn't take into consideration the many systemic forces creating competition among nonprofits; they didn't involve all actors in the system, including funders; they underinvested in facilitation and infrastructure; or they were too monolithic in their aspirations. Often, by trying to force consensus, they resulted in "lowest-common-denominator" thinking.[20]

What's different about RE-AMP is that members are allowed to pick and choose where and how they play—it's better described as *interdependence* than collaboration. While RE-AMP members all agree on the 80 percent goal, they can also differ on issues like nuclear power. Members can decide which working groups to join, which meetings to participate in, or which actions are most aligned with their own organizational strategies and interests. They don't have to set aside their own agendas completely—they just need to be flexible enough to consider their actions in the context of the whole. It's not either-or; it's "both-and."

By creating sophisticated platforms for sharing information and learning, creating common frameworks and messaging, collectively developing strategies and priorities, and then aligning funding and incentives for action, RE-AMP has also tackled some of the external forces that can pull nonprofits apart. While some might call RE-AMP a coalition, this is a misnomer: coalitions often have short-term, very tactical focus. RE-AMP is in it for the next 40 years, and is attempting to design a network that is flexible, adaptive, and resilient enough to remain vital for that long.

So what can others learn from RE-AMP? It might be impossible to replicate the RE-AMP experience exactly—after all, the conditions and players in different communities won't be the same and other issues will have different systems dynamics. However, Monitor Institute believes there are some general principles from the RE-AMP experience that can inform other social change efforts.

19 The Joyce Foundation, the McKnight Foundation, and several other funders via the Energy Foundation were the initial group in the region. Since the network started, a number of other funders have decided to support the network, including the Kresge Foundation, the Kendeda Fund, the Robertson Foundation, and the Flora Family Fund.

20 This analysis is based on conversations with a broad range of observers in the field and our own collective experience working in this space.

Some of these concepts are relatively tried and true—the notion of understanding a system isn't new—but RE-AMP combined this systems analysis with building a network, skilled process facilitation, collective capacity building, and sophisticated organizing, enabled in part by new technologies and shared infrastructure.

These six principles embody the approach followed by RE-AMP members.

1 START BY UNDERSTANDING THE SYSTEM YOU ARE TRYING TO CHANGE. Many nonprofits and funders take on an issue they care about without fully understanding the larger system in which they are operating: the underlying causes of the problem, the levers needed to effect change, or the other players in the space. As a consequence, many programs end up only tackling one small piece of a larger puzzle, in isolation. While the programmatic effort might succeed on discrete outputs or outcomes, it often fails to have larger impact.

The Garfield Foundation took a very different tack from the beginning: it wanted to understand the larger energy system in the Midwest and then fund a collective effort among funders and nonprofits to change that system. By putting the problem at the center and starting out with a shared understanding via the mapping process, the nascent RE-AMP network was able to align on an overarching goal. Once that was in place, all subsequent collective action could flow from that shared framework.

"Everything in RE-AMP reflects back on that basic idea of changing a system," says consultant Rick Reed. "You have to stay focused on the idea of interrelationships: it's a system you're trying to reform, not discrete pieces. To get there you have to have a learning community to share what's working and not working; you have to communicate and build trust. Everything fits into that overarching narrative."

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>
> Rick Reed
> SENIOR ADVISOR TO THE GARFIELD FOUNDATION AND TO THE RE-AMP STEERING COMMITTEE

2 INVOLVE BOTH FUNDERS AND NONPROFITS AS EQUALS FROM THE OUTSET. Before a formal network was built, the Garfield Foundation invited the "right players" to participate in the initial systems mapping exercise. They deliberately sought out both local nonprofit and foundation leaders who were open to collaborating. "Part of the idea is that foundations and nonprofits are sitting at the table together as equals in terms of strategy," says Reed. "It's not that 'I'm the person who writes the check and you're the subcontractor,'" he says. "This is a much more collaborative approach."

Having funders involved also created an incentive for nonprofits to participate, because there was an opportunity to help shape how funding was allocated. "How significant was it to have money at the table?" asks steering committee member Kate Gordon. "It was huge. Now there's more value added from the Commons, the media support, the newspaper, etc. But early on, the real value added was that funders were coming to the table too."

What's most significant is how both groups have come together to create shared strategies. Consultant Ruth Rominger underscores the importance of shifting this traditional imbalance of power. "There are multiple nodes: huge nonprofits, tiny nonprofits, big foundations, small foundations, family foundations, national organizations," says

Rominger. "They all do different work, and they all come to the table as equals. Everyone is a player in this system, and we need to optimize the experience and resources of all parties. The whole is greater than the sum of the parts—that's such a cliché, but it is really vital to the mindset of the network."

3 **DESIGN FOR A NETWORK, NOT AN ORGANIZATION—AND INVEST IN COLLECTIVE INFRASTRUCTURE.** Rather than start a new "organization," RE-AMP has stayed true to its early design principles of remaining decentralized, distributed, and adaptive. "All of those design ideas come out of principles of systems dynamics," says Rominger. "We think of all the pieces of the network as nodes in a system, and that helps prevent a hierarchical organization from developing. Members can understand that nodes are different sizes and have different functions, but that the relationships and the whole is what is powerful. The system isn't monolithic and linear, so the way the network is organized can't be either."

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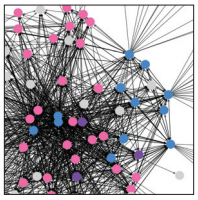
>
> Ruth Rominger
> CONSULTANT



Much credit goes to the Garfield Foundation, which invested significant funding early on to support the facilitation of the systems map and then process facilitation for the group to decide how to work together. In other words, it invested not in individual organizations but in the *collective process*: in infrastructure, support, facilitation, and network capacity building, all of which enabled participants to begin to behave in new ways. In fact, Garfield invested a total of $2.5 million in just the first few years of the project—a significant amount for a foundation whose total grantmaking is $4 million per year.[21]

"There are lots of instances where people have done systems mapping but it hasn't gone anywhere because there haven't been funders willing to pay for taking it to the next level," says executive director Jennie Curtis. "Garfield was willing to pay for that upfront. We had to prove different pieces along the way, but we absolutely maintained leadership and commitment as we moved along."

4 **CULTIVATE LEADERSHIP AT MANY LEVELS.** Leading in the context of a network is quite different from leading in an organization, where authority and decision rights are hierarchically distributed. Within the RE-AMP network there are multiple types of formal and informal leadership, coming from many different places: from funders, facilitators, consultants, staff, and members as well. This distributed leadership allows new ideas to bubble up from anywhere in the network; leaders pay attention to emerging patterns and needs, and then help direct action.

One critical leadership role has been that of the Garfield Foundation; it provided early resources, without being too directive of the process. "One of the things I've seen is funders trying to establish a network, but it's top down and they are still in control," says Ruth Rominger. "Garfield has been great at understanding that they are supporting something that isn't theirs to control. They have invited in other foundations and let the leadership emerge."

21 Garfield remains the network's largest supporter (for core work), contributing $1.2 million annually.

Second, facilitators have played a critical leadership role in the network's emergence. In fact, Rick Reed, along with Grove founder David Sibbet, consultant Ruth Rominger, and Jennie Curtis of the Garfield Foundation, formed a small "brain trust" that helped nurture and catalyze the experiment from early on.

Over time, the kind of consulting the network needed changed, says Reed, who played a central coordinating role for all the consultants involved. "At the first stage we needed people to feel like there was insight and progress. At the second stage we needed deep buy-in, so we needed another set of consultants. Then we turned to a third consultancy that specialized in facilitation and strategic planning. In the first 18 months of RE-AMP, we must have spent close to $1 million on process alone. But in hindsight, we couldn't have spent that money on programs and obtained even close to the scale of results we're now achieving."

Third, having a distributed and democratic leadership structure in which members of the network can take on leadership roles is also critically important. It has also helped other funders to step up. "We didn't want Garfield to be the sole supporter," says executive director Jennie Curtis. "If we truly aspire to do collaborative aligned grantmaking and for it to be sustainable, the responsibility should be shared, the enthusiasm should be shared, and the leadership should be shared."

Last, the network coordinator and staff roles evolved to help weave the overall network and provide administrative support. This freed up the membership to focus on content and action. "I can't say enough about having a network coordinator," says Curtis. "It helps the network get things done, keep people connected, organize committees—the nuts and bolts of administration and management."

Elizabeth Wheeler, RE-AMP's network coordinator, understands very clearly that she is leading a network, not an organization: "I think the most important thing in [network leadership] is you have to be listening to what other people want to do and not advancing your own agenda," says Wheeler. "My job is helping everybody connect a bunch of dots and plug into the right areas of the network."

> "If we truly aspire to do collaborative aligned grantmaking and for it to be sustainable, the responsibility should be shared, the enthusiasm should be shared, and the leadership should be shared."
>
> Jennie Curtis
> EXECUTIVE DIRECTOR
> GARFIELD FOUNDATION

5 CREATE MULTIPLE OPPORTUNITIES TO CONNECT AND COMMUNICATE.

Much effort went into helping design the network infrastructure to create multiple channels for people to share information and connect, both online and offline. "Collaboration is hard and it requires infrastructure," says Reed. "You need a minimal amount to simply remain interconnected."

At the center of the network is the online platform, the Commons, and all of the related list-serves run by working groups to communicate with their members. In addition, working groups hold monthly update calls. And there's a series of ongoing webinars throughout the year on various topics where working groups can communicate what they are doing and learning, RE-AMP staff can orient new members, or consultants can provide training.

In addition, the network makes sure to have opportunities for face-to-face relationship building. Each working group tries to meet in person twice a year, and once a year the annual conference brings all parts of the network together to connect and see the whole. The steering committee and staff meet in person even more frequently.

"We shouldn't undervalue the benefit of meeting face-to-face," says RE-AMP member David Gard. "The annual meeting is really important. It's about accessing and building relationships. It's a lot easier to pick up the phone and call someone if you've met them, know what they look like, and have made that connection."

6 REMAIN ADAPTIVE AND EMERGENT—AND COMMITTED TO A LONG-TERM VISION. Last, the network has been able to learn and adapt as it evolves. While there has been some structure put in place, the design and shared resources continue to evolve based on current network needs. The hope is that this emergent structure will allow RE-AMP to remain effective much longer than typical coalitions or campaigns. In fact, the real hope is that this will become the de facto way of working.

"This has been a real experience in collaboration," says Ruth Rominger. "I use the word 'emerge' because it is the best term that truly represents the complex system dynamics in the network. There were enough feedback loops in place that when it was clear that there was a need for messaging and shared capacity around media use, we put together proposals to create that."

The learning and progress system was set up as one way for the network to track and evaluate what it is doing at a more systemic level and identify areas for amplification, improvement or modification. "Not only do we have an analyst that gathers reports, but any member organization can look at the information from other grantees," says Rominger. "The network coordinator facilitates people knowing each other and learning from each other; it adds a level of human intelligence."

Critically, the network embraces a culture of experimentation and learning. "The other secret ingredient is to iterate your way to success," says Reed. "It's entrepreneurial. There is no cookbook. You're going to make mistakes. You're going to invest money and time and it's not going to always produce the results you had hoped—but more often than not, it does."

> "The other secret ingredient is to iterate your way to success. It's entrepreneurial. There is no cookbook. You're going to make mistakes. You're going to invest money and time and it's not going to always produce the results you had hoped—but more often than not, it does."
>
> Rick Reed
> SENIOR ADVISOR TO THE GARFIELD FOUNDATION AND TO THE RE-AMP STEERING COMMITTEE

Conclusion

The RE-AMP network has accomplished a good deal in its first six years. So what does the future hold? In addition to dealing with the aftermath of the fall 2010 elections, RE-AMP leaders are wrestling with questions about the network's future direction: What can they do uniquely as a network that wasn't possible before? And how can they continue to improve their own effectiveness? A more in-depth evaluation planned for 2011 may help the RE-AMP network begin to answer some of these questions.

Additionally, there's a larger question about how much of RE-AMP's network model can be transferred to other geographies or issue areas. Just because systems mapping and network building has worked well in the Midwest on climate change doesn't mean it will apply to every situation.

"Whether you could put together something like RE-AMP in a different region is unknown," says former RE-AMP steering committee member Gretchen Bonfert, who directed the environment program at the McKnight Foundation and is now consulting in the Gulf Coast region. "There are a lot of variables. It depends on the nature of the issues, whether they are as complex as this. Also, what is the existing philanthropic and advocacy capacity in the region?"

Despite these questions, there is no doubt that RE-AMP is on the leading edge of experimenting with new ways of working. The network has helped shift members' focus from their individual organizations and programs to more holistic thinking and planning; it has also helped them move from a notion of individual accountability to more emphasis on shared results. In the process, participants are opening up, sharing information, becoming transparent, connecting beyond their organizational borders, and yes, even collaborating. While there is undoubtedly still much for RE-AMP to learn, its story also has a lot to teach other social change leaders seeking new, more connected ways of working.

Appendix A

RE-AMP Working Groups

The work of the RE-AMP network is coordinated through six working groups. Here are brief descriptions of the role and purpose of each:

COAL: This group's goals are to prevent construction of new coal plants that emit global warming pollutants from coal and phase out coal's contribution to global warming by 2050 by retiring the existing fleet of coal plants or converting them to carbon-neutral generation. Since 2004, 28 coal plants have been defeated in RE-AMP states.

CLEAN ENERGY: This group's goals are to increase renewable electricity by 1 to 1.5 percent of total electricity demand per year in the RE-AMP region; expand transmission capacity to the levels necessary to achieve this goal; and establish collaborative mechanisms encouraging other renewable energy development, such as storing wind and solar energy, terrestrial carbon sequestration, and advanced bioenergy systems.

ENERGY EFFICIENCY: This group's mission is to ensure that energy efficiency programs aid the Midwest in meeting RE-AMP's aggressive climate goals. It aspires to set ambitious statewide targets for efficiency increases of 1 to 2 percent annually; rewrite building codes; raise efficiency standards for appliances; and promote the recapture of wasted heat and electricity. Efforts have already resulted in higher efficiency standards in four states and improved building codes in six.

GLOBAL WARMING SOLUTIONS: This group is the vehicle for coordinated multi-state campaign tactics aimed at state, regional, and federal policies. It aspires to reduce greenhouse gas emissions and advocates for an effective cap-and-trade program for all major emission sources. Its efforts helped strengthen the Midwest Governors Association's positions on energy security and climate stewardship, including passing the strongest cap-and-trade proposal nationwide.

TRANSPORTATION: This group promotes the use of cleaner vehicles, including electric and hybrid models and urban transit, and lower carbon fuels. It aspires to reduce overall transportation demand, or vehicle miles driven (VMD), by promoting better land-use and road strategies that favor alternative transportation.

FOUNDATIONS: This group is a forum for foundations supporting the overall RE-AMP network to share information specific to their role as grantmakers, and coordinate and align their own actions.

Appendix B

Interviews Conducted

RE-AMP STAFF AND CONSULTANTS

Ruth Rominger
Consultant

Elizabeth Wheeler
Network Coordinator

Gail Francis
Learning and Progress Analyst

Rick Reed
Senior Advisor to the Garfield Foundation and to the RE-AMP Steering Committee

David Sibbet
The Grove Consultants International
Network Members and Leadership

MEMBERS AND FUNDERS

Jennie Curtis
Executive Director, Garfield Foundation

Ed Miller
Environment Program Manager, Joyce Foundation

Michael Noble
Steering Committee Member and Executive Director of Fresh Energy

Keith Reopelle
Steering Committee Member and Senior Policy Director at Clean Wisconsin

Kate Gordon
Steering Committee Member and Vice President at the Center for American Progress

Steve Morse
Member and Executive Director of the Minnesota Environmental Partnership

David Gard
Member and Energy Program Director at the Michigan Environmental Council

Chris Deisinger
Consultant to the Energy Foundation

Gretchen Bonfert
Consultant, formerly with the McKnight Foundation

Documents Consulted

1. INTERNAL RE-AMP DOCUMENTS:

a. RE-AMP Expert Review, 2004 (systems map)
b. RE-AMP report, by Ron Meador
c. RE-AMP Executive Summary, 2007
d. Learning and Progress Report, by Gail Francis, 2009
e. *Increasing Payout: A Case Study from the Garfield Foundation*, by Jennie Curtis
f. RE-AMP Theory of Change
g. RE-AMP 2010 overview document (PowerPoint) by Elizabeth Wheeler

2. FROM THE COMMONS WEBSITE:

a. Coal working group minutes from 5/24/2010
b. Coal working group minutes from 6/24/2010
c. Coal working group monthly update, April 2010
d. Coal working group monthly update, May 2010
e. Coal working group long- and mid-term goals from 2009
f. Global warming solutions working group minutes from 4/5/10
g. Global warming solutions working group minutes from 6/7/10
h. Learning and Progress Report to the RE-AMP Steering Committee, 5/24/2010
i. Steering Committee minutes from 5/7/2010
j. Steering Committee minutes from 5/24/2010
k. 2009 Prime Time Survey summary by state
l. Matrix summarizing Prime Time grantees
m. The 2009 Prime Time process
n. The 2010 Prime Time survey
o. 2008 Annual Meeting, high-level agenda
p. 2008 Annual Meeting, notes and graphic recordings
q. 2008 Annual Meeting, summary and high-level agenda
r. 2009 Annual Meeting, high-level agenda
s. 2009 Annual Meeting, RE-AMP timeline
t. 2010 Annual Meeting, high-level agenda

Authors

HEATHER MCLEOD GRANT is a senior consultant with Monitor Institute and a published author, speaker, and advisor to high-impact organizations. Her recent work at Monitor has focused on developing a network practice—looking at the intersection of online technology, network approaches, and social change—and on scaling social innovations. She co-authored the bestselling book *Forces for Good: The Six Practices of High-Impact Nonprofits*, named a Top Ten Book of 2007 by *The Economist*, and the recent article *Working Wikily: Social Change with a Network Mindset*. Prior to joining Monitor, Heather was a McKinsey & Company consultant and co-founder of *Who Cares*, a national magazine for young social entrepreneurs published from 1993 to 1999. She teaches at Stanford, speaks at numerous industry conferences, and has been published in *The New York Times*, *American Prospect*, and online. Heather serves on the advisory boards of the *Stanford Social Innovation Review* and the alumni Women's Information Network at the Stanford Graduate School of Business. She holds an MBA from Stanford University and an AB from Harvard University, and resides in the Bay Area with her husband and daughter.

NOAH FLOWER is a consultant and researcher with Monitor Institute where his work has focused on network practices in the social sector. He edits the blog *Working Wikily* and was recently the lead researcher for the report *What's Next for Philanthropy: Acting Bigger and Adapting Better in a Networked World*.

Monitor Institute

Monitor Institute is a social enterprise that is part consulting firm, part think tank, and part incubator of new approaches. Our mission is helping innovative leaders develop and achieve sustainable solutions to significant social and environmental problems. We believe that achieving these solutions requires bold leaders to integrate innovative ideas, effective action, and efficient capital. And we believe that today's complex challenges calls for leadership from all three sectors—business, government, and nonprofit.

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