



# *Atlantic Fellows*

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## PROGRAM CHARTER

*Atlantic Fellows*

FOR SOCIAL AND  
ECONOMIC EQUITY

BASED AT

The International Inequalities Institute at The London School of Economics and Political Science (LSE)



The Program Charter sets out guiding principles agreed between The Atlantic Philanthropies and the London School of Economics and Political Science (LSE) for the vision, governance and management of the Atlantic Fellows for Social and Economic Equity (AFSEE) program.

AFSEE is one of seven, inter-connected Atlantic Fellows programs through which Fellows collaborate across disciplines and borders to understand and challenge the root causes of inequality. AFSEE was established in 2016 through a landmark, 20-year grant of £64M from The Atlantic Philanthropies to the LSE. The Atlantic Philanthropies also provided an endowment for the Amartya Sen Chair in Inequality Studies, who serves as Director of the International Inequalities Institute (III). The III is an interdisciplinary research centre that acts as a hub for research and teaching on inequalities at LSE, and as a platform for the AFSEE program. As a semi-autonomous program within the III, AFSEE will have a unique governance and management structure, which is outlined in this Program Charter.

AFSEE aims to cultivate a sustainable, catalytic, and effective community of Fellows working towards social and economic equity at a global scale. AFSEE Fellows benefit from LSE's vibrant research community and its rigorous approach to advancing knowledge and understanding, while also being immersed in a distinctive learning experience relevant to the practice orientation of social change leaders. AFSEE is an integral part of the III, and its success requires continued synergy with the vision, goals, and approach of the Institute.

The guiding principles set out in this Program Charter are designed to ensure fidelity to the AFSEE founding mission, encourage opportunities for cross-fertilization between the research-driven agenda of the III and the practice-based focus of the fellowship program. Furthermore, these principles are designed to develop mechanisms to support shared thinking and action that truly leverage the value of both, and to foster cooperation, alignment, and collaboration between AFSEE and III colleagues. The vision and parameters guiding the relationship between III and AFSEE are described in a MOU/Letter (tbd).

The Charter records the initial commitments made by The Atlantic Philanthropies and LSE to AFSEE, and set out principles guiding the use and management of funds. Updated financial projections for the life of the program have also been included.

The Charter also provides key information on partners of AFSEE, including a Memorandum of Understanding guiding the relationship with the home department of the MSc Inequalities and Social Science.

The Charter provides long-term guidance that should endure, although refinements to program-specific elements based on experience may be made by formal agreement with the AFSEE Governing Board and LSE's School Management Committee – on the understanding that the program remains faithful to the Atlantic Fellows' principles and provides a program that is focused on social and economic equity, which brings together research, education, and practice.

The AFSEE Governing Board and AFSEE leadership are responsible for reviewing the program approach and organization set out in this Program Charter and how they are enacted, and for renewing them to meet evolving needs and opportunities.

**This Charter was reviewed and approved by LSE’s School Management Committee, the AFSEE Governing Board, and by The Atlantic Philanthropies in May 2020.**

## **1. Atlantic Fellows: a common purpose**

This section of the Program Charter outlines the shared vision, mission and principles for the global Atlantic Fellows community, in line with the intentions of the founding funder, The Atlantic Philanthropies.

### **ATLANTIC FELLOWS VISION AND MISSION**

The shared mission of all the Atlantic Fellows programs is:

**To empower catalytic communities of emerging leaders to advance fairer, healthier, more inclusive societies.**

The shared vision for Atlantic Fellows is a **diverse, international community of leaders who share a deep commitment to advancing fairer, healthier, more inclusive societies**. They are courageous, compassionate, and collaborative thinkers and doers who collectively seek to bring lasting improvements to their communities and the world. Their diversity enables them to look at the causes of systemic problems from multiple perspectives to more effectively address the root causes rather than the symptoms.

The Atlantic Fellows programs bring together **passionate, experienced individuals from different backgrounds, areas of expertise, and professions to learn from one another and collaborate to advance solutions to pressing problems**. Cohorts across programs include advocates, lawyers, artists, business professionals, health practitioners, government officials, academics and researchers. The programs are designed to increase Fellows’ understanding, capacity, and commitment, and help them access the resources and networks that they need to accelerate their work and achieve demonstrable impact.

Each of the programs is unique and grounded in its local context but united through a shared Atlantic Fellows identity and the shared principles, objectives, experience, values and attributes it represents. The Atlantic Institute amplifies the influence and impact of the Atlantic Fellows network with long-term resources and opportunities to connect, learn and work together.

The Atlantic Philanthropies established the Atlantic Fellows to culminate the foundation’s work in the geographies and themes in which it historically focused, and its long history of investing in people and their vision and ability to realize a better world. Atlantic’s final - and largest - investment, made alongside other partner organizations and governments, aims to support the work of a global community of thousands of Atlantic Fellows over the next two decades, and beyond.

Atlantic Fellows are dynamic emerging leaders – activists, artists, journalists, health professionals, entrepreneurs, researchers, teachers, lawyers, and others – with innovative ideas and the courage, conviction, and capacity to bring lasting improvements to their communities and the world. Fellows work together across disciplines and borders to understand the complex causes, nature, and consequences of inequalities and develop solutions for some of the most pressing issues of our time. Fellows are typically early- to mid-career professionals from a range of backgrounds, disciplines, and life experiences who share a passion, determination, and vision to realize a more just world.

Advancing fairer, healthier, more inclusive societies requires values-based, solutions-oriented, evidence-driven and influential people - who are culturally and professionally diverse - to learn from one another and collaborate on solutions. The problems that the Atlantic Fellows seek to address are complex and systemic in nature and larger than any one person, community, or nation can effectively address alone or in the short-term. To allow for sustained interactions, relationships and progress, Atlantic Fellows are lifelong Fellows with ongoing access to community, resources, and opportunities to connect, learn, and collaborate across borders and disciplines.

The Atlantic Fellows programs aim to strengthen and connect these emerging leaders with a shared purpose, identity and community. Through global community, Atlantic Fellows - and the extended network of people and organizations they work with - can think and act collectively, both locally and globally. In doing so, these Fellows can make significant contributions toward solving some of the world's pressing problems.

## **PROGRAM PRINCIPLES**

The following eight principles are set out by The Atlantic Philanthropies to guide the implementation of Atlantic Fellows programs and global community.

*For program approach:*

### **1. Multi-sectoral, inter-professional cohort composition**

Systemic change requires an approach that brings together people from a range of backgrounds, professions, disciplines and life experiences who are committed to finding solutions collaboratively. Programs will reflect this approach in the design and composition of each cohort of Fellows by including a mix of people and perspectives, for example:

- Activists who challenge existing power structures from the “outside”
- Passionate people who drive change from “inside” existing power structures (ex., policymakers, health care practitioners, business people and nonprofit leaders)
- Influencers who change hearts and minds and can tip the needle toward fairer societies such as artists, journalists, cultural leaders and organizers
- Academics and researchers who can create the evidence-base to inform policy and practice.

Collectively these cohorts can pool their experiences to imagine and implement solutions that will meet the world's urgent needs.

### **2. Space to engage in critical analysis and advance potential solutions**

The most effective change leaders are critical thinkers who are open to, and understand, diverse perspectives and approaches. The Atlantic Fellows programs are intended to create spaces for Fellows to engage in analysis and debate to broaden and deepen their understanding of complex issues and learn from each other about various approaches to drive change.

Programs shall *not* present or advocate for a specific framework or single ideology. Each cohort will include Fellows with diverse perspectives. Individual Fellows will need to commit to “bridge” rather than to “other”, have the social and emotional maturity to engage in uncomfortable discussions, and have the compassion and courage to understand, be open to and be changed by others’ perspectives and experiences.

Programs themselves will have to provide leadership. They need to deliver the content and experiences that stimulate critical analysis and debate which is inclusive and productive, including perspectives that might challenge Fellows’ current beliefs. Programs will also need to model this approach in the composition of their teams, governance structures and partnerships.

### **3. Strong program experience and cohort affiliation**

Strong cohort affiliation and sustained support from the program to facilitate continued connectivity and collaboration are often cited as the most valuable components of a fellowship experience. The duration and depth of the core Atlantic Fellows program experience (didactic, relational and experiential) should provide a transformative personal experience for each Fellow - increasing his or her understanding of the challenges and potential solutions, capacity as an individual to have impact and personal commitment to the work - as well as a real and lasting bonding experience for the cohort.

### **4. Program life and support sufficient to build communities with scale**

Programs will support and connect Fellows over time to build communities that - through the sharing of ideas and resources and by facilitating collaboration and collective action - will increase the impact of Fellows’ work. Programs will operate long enough to support sustained interaction and build communities of scale - that is communities that have enough people to make a meaningful difference. Programs will use The Atlantic Philanthropies funding to operate the program for at least 15 years, or as agreed with Atlantic, while also seeking opportunities to extend beyond that period, if possible and appropriate, and, if necessary, lay the groundwork for a sustainable alumni community after the program concludes.

*For global community:*

### **5. Coordination and collaboration across the global network**

Coordination and collaboration across the Atlantic Fellows programs will increase their impact individually and collectively. The Atlantic Institute has been established to amplify the influence and impact of the Atlantic Fellows and the Atlantic Fellows programs by:

- Supporting lifelong community among Atlantic Fellows, with access to resources and opportunities to connect, learn and work together
- Promoting collaboration and shared approaches across Atlantic Fellows programs, with virtual and face-to-face platforms for sharing knowledge
- Extending community by connecting Atlantic Fellows and programs to a broader global

- network of equity-focused leadership initiatives
- Raising global awareness of the work of the Fellows, and of the programs

The strength, value, influence and opportunities of the Atlantic Fellows community rely on the active engagement and participation of Atlantic Fellows and programs in the global community and with the Atlantic Institute. Programs will seek to maximize the opportunities and influence of their Fellows by providing input and taking advantage of the activities and resources offered by the Atlantic Institute.

## **6. Shared experience and identity as Atlantic Fellows**

Shared elements of the program experience provide the foundation for a global community and reinforce the concept of a shared identity. To provide Fellows with a strong sense of mutual experience, recognition and belonging to the global Atlantic Fellows community, programs will collaborate, with the support of the Atlantic Institute, to identify common experiences, materials and core curriculum content. This will include but not be limited to the following: common core materials to orient selected candidates, shared elements in the Commitment that Fellows make to their program and community, a global induction module, shared elements of curriculum, program-to-program encounters (where possible), graduation requirements and rituals, and an in-person introduction to their global cohort and the life-long Atlantic Fellows community.

A shared global identity will enhance the influence of the Fellows and the strength of the global community. All Atlantic Fellows programs are committed to building and reinforcing the Atlantic Fellows identity by upholding the shared principles, values and aspirations, embedding the shared attributes in the Fellows selection process, and by consistently applying the *Atlantic Fellows Identity Guidelines* to internal and external materials and communications.

*For program organization:*

## **7. Durable organizations with fidelity to shared mission**

The governance and staffing of the Atlantic Fellows programs shall be clearly and comfortably aligned with the global and program-level vision, mission and goals. This ensures a strong foundation from which the global community of programs and Fellows can build.

Program principals, within and across programs, exercise and model the same values and characteristics expected of the global community and their Fellows. They recognize the challenges of their work and that of their colleagues, and can draw on their colleagues and support resources to sustain their personal and collective health and well-being.

Host institutions (where applicable) provide a strong platform from which the programs can work. They commit to supporting the Atlantic Fellows program and upholding the mission and values of the community, and working, in their own right, to advance fairer, healthier, more inclusive societies—drawing on their experience working with the programs and Fellows.

These complex systems (program, governance and host) require strong alignment and clear lines of authorities and allocation of responsibilities.

While programs may attract additional funding, and broaden the scope of their aspirations to include activities beyond delivery of the Atlantic Fellows program, the primary purpose of The Atlantic Philanthropies' grant funding is delivery of the Atlantic Fellows program. As initially intended, some Atlantic Fellows original grant funds may be used to support activities that directly complement and enhance the Atlantic Fellows program and Fellows experience, such as research programs and external conferences (Platform Investments). Program directors and governance groups shall ensure that these Platform Investments align with the Atlantic Fellows program mission, contribute to the effectiveness of and opportunities for the Fellows, and do not exceed a limited (minority) component of the total original grant.

The Atlantic Institute Governing Board, while primarily focused on the operational and programmatic oversight of the Atlantic Institute, will also play a role to promote and support the Atlantic Fellows community and its mission and vision. The Atlantic Institute has no direct authority over each of the Atlantic Fellows program's activities and use of resources – but it does have a responsibility to ensure Institute resources are used to support and maintain an active global community of programs and Fellows as articulated in this document. Active and effective communities require meaningful participation and a shared sense of vision and principles. The Atlantic Institute Governing Board has the authority, if necessary to preserve a cohesive community, to remove an Atlantic Fellows program from the community. The decision requires a super-majority vote (majority plus 1) and shall be based on a program's lack of meaningful participation in the community or adherence to its shared principles. Removal implies a loss of access to Atlantic Institute funding and support for the program and the program's future participants, and to the shared Atlantic Fellows identity.

## **8. Commitment to continuous learning and improvement**

Knowledge and feedback systems within each program will inform ongoing learning and improvement among individual programs and across programs. Connecting knowledge and information systems appropriately and sharing insights across programs will significantly enhance the speed and quality of learning. Aided by the connected staff-level community of practice, programs will maintain and carry-out program level learning plans in accordance with the Community's Shared Learning and Knowledge Management Framework, maintained by the AI, and share information and coordinate cross-program and global level learning activities in accordance with that plan. Programs will also participate in periodic, independent, system-wide reviews coordinated by the Atlantic Institute to aggregate insights across the network and understand the impact of the Atlantic Fellows initiative at a global level.

## **VALUES, ATTRIBUTES AND CRITERIA**

Atlantic Fellows are thinkers and doers with innovative ideas and the courage, commitment and capacity to bring lasting improvements to their communities and the world. They seek to advance fairer, healthier, more inclusive societies, and are guided by the following:



<b>Values</b>	<b>Attributes</b>	<b>Criteria</b>
<ul style="list-style-type: none"> <li>• Opportunity</li> <li>• Equity</li> <li>• Dignity</li> <li>• Inclusion</li> <li>• Commitment to action</li> </ul>	<ul style="list-style-type: none"> <li>• Courage</li> <li>• Compassion</li> <li>• Collaboration</li> <li>• Curiosity</li> <li>• Empathy</li> <li>• Innovation</li> <li>• Resilience</li> <li>• Solutions-oriented</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Exceptional experience</b> with well-developed perspectives and demonstrable commitment and resilience (min. 5 yrs);</li> <li>• <b>Potential for impact</b>, and at a point where the Atlantic Fellows program will provide the network, resources and skills to significantly increase their ability to have an impact;</li> <li>• <b>Social and emotional maturity</b> to engage with diversity and complexity and desire to learn from people with different views</li> <li>• <b>Commitment to collaborating</b> with others for individual and collective impact.</li> </ul>

### **Conduct**

The Atlantic Fellows community is one in which all members are expected to uphold certain standards of conduct, and to embody our shared values so that the fellowship experience is a rich, stimulating, and meaningful one. This is true for Fellows, program team members, and partners. Programs will provide a space in which people are able to engage with each other respectfully and in which there is a common understanding around the terms of engagement with each other. Programs will adopt or develop workplace and Fellows conduct policy statements drawing on the Atlantic Fellows community shared values and appropriate to their institution and regional context.

## **3. Atlantic Fellows for Social and Economic Equity**

Based at LSE, the AFSEE program aims to cultivate a sustainable, catalytic, and effective community of Fellows working towards social and economic equity at a global scale.

AFSEE Fellows benefit from LSE’s vibrant research community and its rigorous approach to advancing knowledge and understanding. AFSEE is housed at the LSE’s International Inequalities Institute (III). The III is primarily a research centre that also seeks to empower a new generation of scholars and practitioners with the academic knowledge and practical skills required to make meaningful and lasting change; carry out and coordinate world-class interdisciplinary research programs that inform theory, policy, and practice; and engage with and help to shape global public debates on inequality. Although they each pursue specific activities, we believe that III and AFSEE’s success requires close alignment across goals, vision, and approach.



The **International Inequalities Institute**'s mission is to:

- Nurture inter-disciplinary research drawing together economic analysis with social scientific concerns to shed light on the lived experience of inequality.
- Promote innovative, publishable research on all aspects of inequality, to draw out the dynamics of economic and social change, and to use these insights to address contemporary political challenges.
- Act as a beacon bringing together critical scholarship on inequality from around the world to shed new light on the drivers of inequality, and on practical ways to combat it.
- Use LSE's distinctive profile and highly international platform to learn from models and experiences across the world where there are positive stories to tell about how inequality has been addressed.
- Provide a platform to support students and Atlantic Fellows who are passionate about addressing inequality from across the globe to enhance their knowledge, expand their repertoires, and provide confidence and support.

## **AFSEE PROGRAM VISION AND MISSION**

Inequality is not inevitable: we believe that a better, equitable world is possible and that there are robust alternatives to our current global economy. Atlantic Fellows for Social and Economic Equity aim to understand the complex causes, nature, and consequences of inequalities and develop solutions for some of the most pressing issues of our time.

What better time to challenge inequality than now? Global attention to the threats posed by escalating inequalities to social cohesion and the risk to the future of democratic societies is reaching new levels of awareness. Through the work of Piketty, the International Monetary Fund, the World Bank, and others, new evidence explaining the deeply entrenched and pervasive nature of inequalities has recently entered the mainstream. At the same time, while they have had varied outcomes, demands for social and economic equity are escalating around the world. The positive experiences of several countries in reducing inequalities also demonstrate that policies, interventions, and other actions do make a real difference.

We believe that challenging inequalities requires systemic and structural responses to the root causes of inequality and that decisive global leadership is pivotal to advance equitable solutions. We know that without a holistic approach, challenges to inequality will remain piecemeal and solutions will likely falter. To do this we believe we need:

- A rigorous sophisticated understanding of the economic determinants of inequalities of income, wealth and opportunity, that includes intersectional histories of class, race, and gender, of how they have shaped the past, present, and the future.
- Learning from comparative solutions to understand what reduces inequalities.

- Bold, imaginative alternative responses aligned to the values of fairness, care, and dignity.
- To work together on multiple levels, through wide-ranging avenues and with committed people working together to affect change.
- Collective, distributed leadership from multidisciplinary practitioners and thinkers exerting influence to produce positive, sustainable change at scale.

The AFSEE program will support Fellows actively working to bring these alternative approaches to life, by applying the capabilities, perspectives, commitment, and networks they develop through the program across multiple levels to champion and implement ideas, policies, practices, and solutions aligned to achieving social and economic equity. To that end, the program exposes Fellows to diverse ideas and perspectives, facilitates their participation in outcome-oriented projects, and helps them better understand others and themselves through active engagement in a sustained peer-led community and exposure to critical scholarship.

**The AFSEE program’s mission is to nurture an emerging cadre of future leaders to advance social and economic equity globally by empowering Fellows with skills and knowledge that allow them to translate their values into action and create new solutions for a more equitable and just society.**