Collaborative Strategy Development for InCommon

InCommon Futures 2 Planning Facilitation and Management

Prepared for Internet2, April 10, 2023

The Opportunity

The protection of organizational data and the verification and authentication of those that access that data is of paramount importance. Identity and Access Management provides organizations with valuable contributions for efficiency, compliance, security, and cost savings. Features such as single sign-on allow authorized users a way to access multiple applications and systems, while IAM in the higher education space ensures authorized access to learning management systems, student information systems, and research databases. Understanding where the challenges and opportunities are in the IAM space is of particular importance as digital identity becomes core to how we interact with the world around us. SecondMuse has over a decade of experience working with organizations seeking to answer complex questions about data, technology, and the way we can leverage it for positive societal change.

We are excited to join forces with Internet2 on this important mission. Internet2's InCommon has become a trusted partner for the strategic creation, evolution, and maintenance of IAM Infrastructure, services, and software for Higher Education and Research. However, the acceleration of the market for these services presents a challenge to Internet2 and its membership. The ease of operation that members experience with commercial services has changed individual user-experience expectations, at the same time as institutions are challenged with providing both security and convenience to their user communities.

InCommon Community and Internet2's Trust and Identity Leadership have a unique opportunity to leverage the trust that they've established over decades of leadership in the field, to engage members in a shared visioning process. This collaborative approach of visioning and developing the future outlook of InCommon Community and Internet2's strategic direction will result in a clear and strategic direction for the future. Rather than a "fix-one-and-extend" strategy that has not worked, this new approach will establish a long-term vision that will take into account rapidly changing market pressures, players, trends, and environmental challenges. This is especially significant in an environment where there is growing competition and acceleration of alternatives in the market.

The impact of this work and coming together in an aligned approach will help bridge the gap between non-technical stakeholders and technology enablement and ensure that Internet2's online environment is aligned with the evolving business needs. Much like Internet2, SecondMuse knows technology is the key to advancing audacious goals and combating the world's biggest issues. This is why we have been advancing technology-based solutions through incubators, accelerators, challenges, and other programming since our inception. Building and managing programs through this lens while leveraging SecondMuse's catalytic ecosystem approach has led to the support of more than 2,000 companies and the prototyping of more than 30,000 solutions around the world. Collectively, these solutions have yielded more than $12 billion in positive social impact.

For Internet2, this synergistic and inclusive approach to decision-making and strategic planning will ensure that all voices are heard while also setting the stage for breaking down barriers to solve technology challenges and develop solutions to advance research.

Organizational Approach & Experience

Since the founding of our organization, SecondMuse has developed expertise and capabilities in facilitating meaningful discussions on behalf of big corporations, governments, investors, and other major stakeholders that hold the potential to significantly influence the development of new markets and initiatives. Our methodology has been co-created and validated with more than 70 leading organizations, including NASA, Pivotal Ventures, the World Bank Group, Intel, Google, IKEA, and USAID. Our process is founded on three core principles:

- **Building cultures that value collaboration** — Tackling the world's most complex challenges requires collaboration. SecondMuse helps break down silos by building platforms, tools, and resources that facilitate information and resource sharing, while also equipping the system actors to define their "North Star" transformational goal for the ecosystem.
- **Commitment to equity and inclusion** — Too often, voices and perspectives from underrepresented groups are implicitly or explicitly excluded from opportunities to influence decision-making and design, ultimately inhibiting the long-term efficacy of solutions. SecondMuse continually assesses representation gaps and identifies others within the ecosystem to invite them to the table to share their experiences and expertise.
- **Aligning objectives to achieve systemic change** — Beyond meaningful discussions, convenings must inspire action. SecondMuse designs its advisory and facilitation activities to maximize buy-in, co-create strategies that work for all stakeholders, and builds consensus on key goals, activities, and needs.

We have applied this approach to support the World Bank on the Big Data in Action for Development Analysis and Report synthesized the literature on big data into a report which discusses a framework to facilitate dialogue on using big data for action as well as how big data might be used in the development sector, the necessary capabilities, and the challenges and considerations.

With NASA, we co-created and implemented NASA's largest public engagement program, SpaceApps, which recently completed its tenth year engaging 30,000 coders, scientists, technologists, entrepreneurs, designers, and storytellers in a global hackathon each October. This work required a month-long facilitation and codesign process in partnership with NASA scientists, ensuring that the challenges that they issue to the public are in line with the agency's strategic goals, while also being accessible to a global pool of participants from a variety of backgrounds, and with a range of capabilities.

These experiences are directly in line with what is needed to effectively manage and bring immense value to InCommon's Futures2 planning initiative. SecondMuse will leverage its expertise as a convener and facilitator alongside its experience working in the data, technology, higher education, research, and open source space towards the successful implementation of a detailed strategic planning and facilitation process to help Internet2 determine strategic areas of activity that will drive where IAM capabilities collectively need to be in 2028. The program approach and objectives below provide further details on how the facilitation of this project can look, and we look forward to exploring this further with Internet2 to develop a collaborative consensus on the work.

Program Approach & Objectives

As an ecosystem-building organization, SecondMuse exists to inspire and facilitate collaboration, mobilize and align disparate stakeholders in working together toward a common "North Star," build inclusive resources and tools, and create the conditions for meaningful and sustainable change. In the case of working with Internet2 over the next 8 months, this "North Star" vision will guide the development of the critical commercial, customer, and cultural questions asked within the 5-year mission, as well as the business objectives and scorecard measurements resulting from the North Star vision and 5-year mission. This process will result in a collaborative strategy that takes Internet2's InCommon into the future.

With this process, we are committed to helping Internet2 answer their important questions such as: "What market pressures, players, trends, and environmental challenges are driving change that the community needs to solve for in the next 5 years? Where does this leave higher education and research and our partners? What role should Internet2 play?" SecondMuse can bring both our Strategic Planning and Facilitation experience, in combination with our experience in supporting Higher Education, Research, and Open Source communities to facilitate a collective process and experience in which the following objectives are achieved.

Objective 1: Facilitate a collaborative process between InCommon Steering, Internet2, Focus Groups and, the larger community to determine a strategic direction for Identity and Access Management (IAM) capabilities within the Outsource, Higher Education, and Research Sector over the next 5 years.

Objective 2: Provide project management capabilities to ensure timely project deliverables and milestones.

Objective 3: Coordinate expertise around the development of a Community Draft via the Futures2 Planning Initiative Process and based on the insights gained through objective 1

These objectives will be achieved in 3 phases as outlined in the process & methodology below.

Detailed Programmatic Activities

Phase 1: Define & Scope

To achieve the objectives of this phase we will engage Internet2 in a facilitation process that starts by understanding the landscape of the current trends, challenges, and opportunities for Identity and Access Management within the Open Source, Research, and Higher Education sectors.

Internal Preparation: Prior to a formal project kickoff with Internet 2, SecondMuse will work to ensure its project team has a thorough understanding of Internet 2, InCommon and the Futures2 Planning Working Group, the objectives of the project, and any information that Internet 2 provides to SecondMuse throughout the proposal and contracting process. We will also begin planning for a kickoff meeting with key stakeholders at Internet 2.

Internet 2 Kickoff Workshop: To formally kickoff the project, SecondMuse will begin by planning and facilitating a virtual project kickoff workshop with Internet2. Through the kickoff meeting, the project team

will have the opportunity to meet and align on key project activities and build a shared understanding of the project scope and goals, including the challenge to be addressed, audiences to engage, and major questions to be answered. The Define & Scope phase will also include defining and refining the strategic vision for our partnership, outlining objectives and milestones, clarifying any additional requirements or needs, and developing a comprehensive project plan and timeline for implementation.

Document Review: Throughout the internal SecondMuse and Internet 2 kickoff meeting, SecondMuse will review Internet2's existing assets and literature. Through this process, we will ensure we leverage existing insights, knowledge, research, datasets, and reports developed by prior Internet 2 and related initiatives.

Deliverables:

As a result of the Define and Scope phase, we will iterate on the initial Futures2 Planning Initiative Process document to develop a revised project plan, including 1) priority audiences to engage, 2) major questions to be answered during the planning process, and 3) the principles the drafting committee will use to guide final recommendations.

Phase 2: Explore & Analyze

The Explore & Analyze phase is designed to build relationships with, and work together with key stakeholders to shape InCommon objectives, strategies, and innovation investments. This investment up front by Internet 2 will be critical in ensuring not only that the strategy is reflective of the priorities of key stakeholders, but also serves in furthering the relationships and trust with these stakeholders who are so critical in the success of InCommon's future strategy.

Education and Research Landscape Trends & Opportunities: SecondMuse will commence this work by reviewing its own existing research from various initiatives, additional documentation Internet 2 provides the project team, and by proactively identifying additional research from partners and industry stakeholders to identify trends and opportunities in the education sector.

Key Stakeholder Interviews Interviews / Ethnographic Research: To further understand the challenges and opportunities for InCommon, we will complement the desk research with key stakeholder interviews. These interviews will utilize best-in-class ethnographic research practices to engage key stakeholders identified in the planning document, such as large research universities, industry/service providers, and federal agencies. These experiences are centered around authenticity and inclusivity, empowering each participant with a safe space to share their thoughts and experiences.

Broad Community and InCommon Customer Survey: To broaden the number and diversity of partners and key stakeholders that we engage throughout this partnership, SecondMuse will work closely with Internet 2 to develop a survey and we will disseminate it through a combination of our own and Internet 2's networks. We would also recommend exploring further dissemination through Internet 2 partners and industry groups that would lend their trust to the survey, and increase participation.

Stakeholder Input Sessions Sessions: SecondMuse brings together groups of stakeholders to achieve specific goals by designing and facilitating engaging, thoughtful discussions and workshops. To further our

collective understanding of the opportunities for InCommon, we will utilize a variety of convening approaches — preparation sessions, whole group sessions, and breakout sessions — to facilitate a series of virtual workshops that dive into various topics and challenges and to workshop ideas and solutions. Beyond the technical and logistical aspects of facilitation, SecondMuse brings a deep commitment to cultivating a one-of-a-kind experience and environment for participants that encourages vulnerability and authenticity and builds deep trust and respect among participants. Tackling complex challenges requires difficult conversations and an underlying understanding of how to create safe and respectful spaces in which constructive and open conversations can occur. SecondMuse will act as the lead facilitator in moderating each of the sessions to ensure participants' voices are adequately solicited and acknowledged.

Data Analysis: After the facilitation of these focus groups, community surveys, and research has been conducted and documented, SecondMuse will analyze findings based on a qualitative and quantitative assessment of the information gathered. This assessment will help shape InCommon objectives, strategies, and innovation investments and serve as a launching point for the final strategies and recommendations in phase 3.

Deliverables:

This work will result in 1) qualitative and quantitative data on and from InCommon's target audience, 2) an initial synthesis of that data to inform InCommon's objectives, strategies, and innovation investments, and 3) bolstered relationships with key Internet 2 and InCommon stakeholders.

Phase 3: Strategies & Recommendations

Through the Strategies and Recommendations phase, SecondMuse will work with Internet 2 to move beyond gathering and synthesizing information to arrive at a strategy and concrete actions Internet 2 can take in partnership with key stakeholders over the 5 year strategy period. As part of this process, we will collaborate with communications staff on key messages, identify and manage authors/contractors to support the development of industry and higher education/research trends, and lead in facilitating the writing and development of the community draft with a team of community representatives.

Report Development: SecondMuse will work with Internert2 to synthesize learnings from the previous phases and culminate in a document that guides the necessary tactics/workstreams to operationalize the vision. Throughout this process, SecondMuse will also be gathering input on feasible actions, both immediate and long-term, that stakeholders could implement to support the development of the final community draft document. In addition to the community draft document, we will also develop a summary report which synthesizes inputs from research, interviews, design sessions, and other feedback to provide guidance on how Internet2 can move forward over the next 5 years with a vision for the future that inclusive of the research, open source, and higher education communities that they serve. The report will outline a series of recommendations for the next steps that align with all stakeholders and help address the concerns associated with the current and unproductive "fix-one-and-extend" strategy.

Feedback and Iterations: In the same way we prioritize collaboration with key stakeholders throughout the Explore and Analyze phase, we will bring an equally collaborative approach to the Strategies and Recommendations phase by committing to working with Internet 2 through two rounds of feedback and

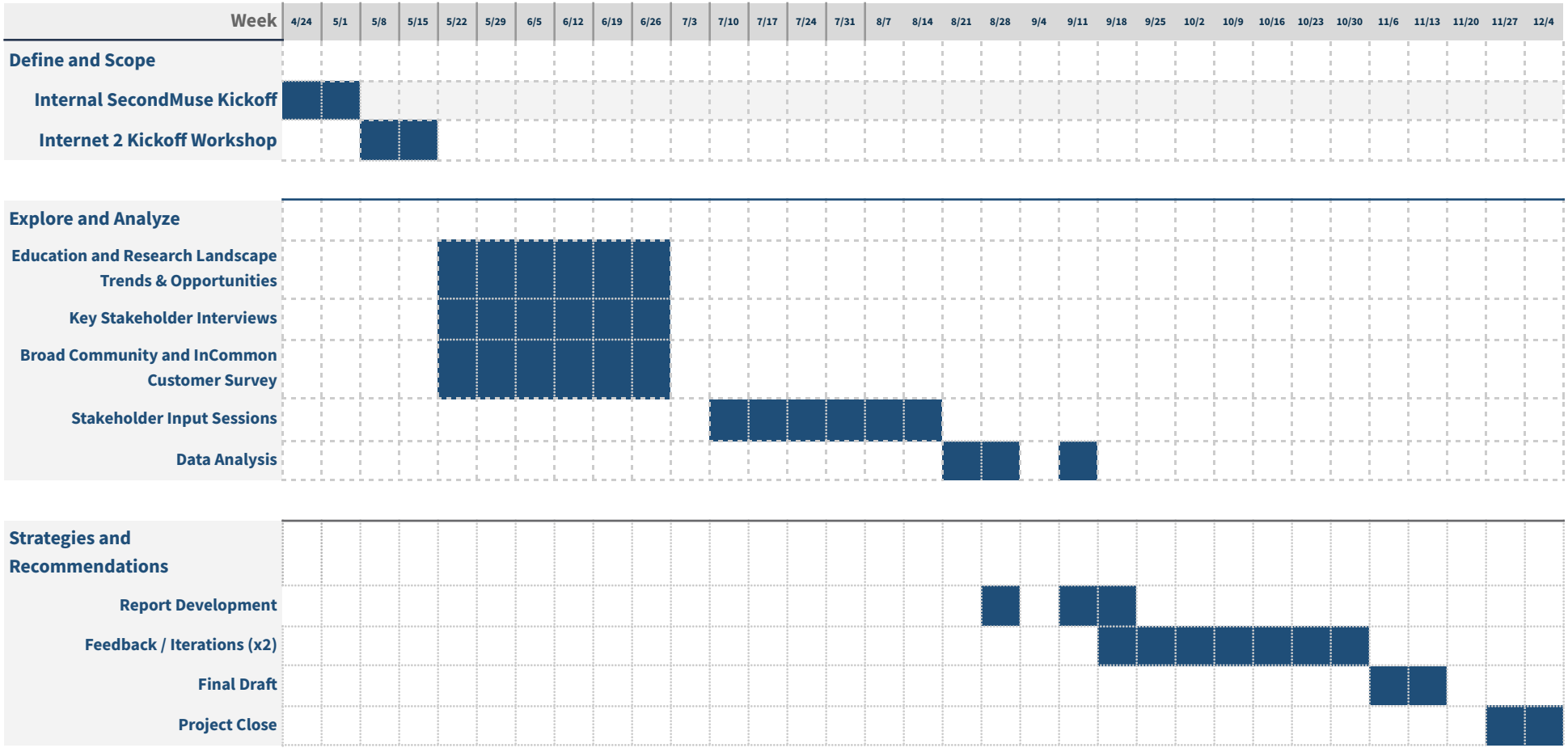
iteration sessions to ensure that the synthesis, strategy and the documentation itself is reflective of the insights we've gathered, and the direction that Interent2 wants to take the InCommon platform.

Deliverables:

The End Result of this process will be a well-thought-out and researched strategic plan for determining the future outlook of Internet2 over the next 5 years. This will include all of the underlying data that we gathered and use to arrive at this strategy, and perhaps most importantly, a community of key stakeholders deeply engaged in the process and its output.

Timeline

As part of the Define and Scope phase, we look forward to working with the Futures2 Working Group and Internet2 staff to revisit the proposed activities and timeline. Based on what we understand from the RFP, an initial timeline for a project kickoff the week of April 24th, and working towards a final community draft by December 4, 2023 follows.



Budget/Fee Structure

From our understanding of the services Internet2 is seeking, we propose a budget of $199,760 based on a 33-week implementation timeline. To simplify the structure of our engagement we are proposing a milestone-based fee structure, but are open to working with Internet2 to revise the scope and budget to align with your needs, and design a fee structure that works with your own requirements.

		Total
1	**Define and Scope**	
	Internal SecondMuse Kickoff	[redacted]
	Internet 2 Kickoff Workshop	
2	**Explore and Analyze**	
	Education and Research Landscape Trends & Opportunities	
	Key Stakeholder Interviews	[redacted]
	Broad Community and InCommon Customer Survey	
	Stakeholder Input Sessions	
	Data Analysis	
3	**Strategies and Recommendations**	
	Report Development	
	Feedback / Iterations (x2)	
	Final Draft	[redacted]
	Project Close	
	Total	[redacted]

Organizational Profile

SecondMuse is an impact and innovation company that builds resilient economies by supporting entrepreneurs and the ecosystems around them. For more than 15 years, SecondMuse, a certified B Corp, has designed, developed, and implemented a mix of innovation programming and invested capital to incubate high-potential businesses, entrepreneurs, and networks, helping communities around the world navigate and collectively solve complex problems and build 21st century economies.

SecondMuse has led projects in more than 350 cities and 200 countries, in partnership with 600+ organizations such as the World Bank, Google, NASA, Nike, NYCEDC, Pivotal Ventures, and the W.K Kellogg Foundation. Through three SecondMuse entities (SecondMuse, LLC, SecondMuse Foundation, and SecondMuse Capital) more than 100 million people have been engaged in understanding the structural barriers to building resilient economies. Through this work, SecondMuse has led the prototyping of more than 30,000 solutions, managed more than $100 million in debt and equity vehicles, facilitated more than $800 million in investment, and the incubation of more than 2,000 companies, which have yielded over $12 billion in positive social impact. Demonstrating extensive reach, our Space Apps program alone received over 755 million social media account mentions in 2022. Additionally, 80% of our innovators, over half of whom are women or come from underrepresented communities or developing countries, are still in business. From Singapore to San Francisco, SecondMuse programs define inspiring visions, build lasting businesses and unite people across the globe.

The Project Team

Collectively SecondMuse team members have held senior management positions in corporations, venture equity firms, multilateral agencies, NGOs, and startups with responsibilities relevant to information and communication technology and development. Amongst our program staff, our areas of expertise include:

- Design research using need-finding techniques and systems mapping processes for a deep understanding of communities, organizations, and issues;
- Design and research for data-driven initiatives and technology platforms;
- Strategic development and implementation of innovative programs that address complex issues;
- Deep strategic insight and programs built on human-centered design and systems thinking;
- Development of communities of practice and partnerships to incubate projects and startups;
- Harnessing of thought leadership and leaders to champion change;
- Collaborative ideation and consensus building workshops designed for collective action;
- Storytelling and digital engagement to connect individuals and institutions to each other and a cause.

Bios for key team members for this project follow.

Stuart Gill, Ph.D.

Dr. Stuart Gill leads research, measurement and evaluation, and learning at SecondMuse. Stuart is a pioneer in the practice of applying networks and communities to economic development through the acceleration of entrepreneurs and their businesses. Stuart believes that the connections enabled by new technologies create new economic and social value, firstly by generating new data and insight, and secondly by facilitating relationships and

belonging. Further, he believes that these connections change the nature of power and thus our approach and capacity to grow a healthy and equitable society. Before coming to SecondMuse, Stuart founded the first innovation group at the World Bank and built public-private partnerships across a spectrum of global challenges. Before the World Bank, Stuart taught and researched in the Department of Astrophysics at Columbia University in the City of New York.

David Ball

David Ball is the Senior Director of SecondMuse's Health & Education portfolio, which includes the Headstream Accelerator, Rooted and Rising Collective, and Youth 2 Innovator Incubator. Over the last three years, David has driven this portfolio of initiatives focused on working with changemakers and incumbent powers to create digital places and experiences where young people can thrive.
Previously, David has led education, economic development, and social entrepreneurship programs around the world. These programs have ranged from an education initiative with Major League Baseball in the Dominican Republic to the development of a commercialization and conservation strategy for the US National Park Service.

SecondMuses Health and Education portfolio focuses on supporting social media, gaming, digital health, and ed-tech innovations for young people. Over the last three years, they have supported 50+ entrepreneurs in building solutions for Black, Latinx, Indigenous, and LGBTQIA+ young people. Our work is driven by a community of 1,500+ people and backed by research efforts such as the recently published tool, Digital Delta.

In between leading the short-handed SecondMuse basketball team, David strives to sleep at least 30 nights under the stars every year. He has an MBA from the University of North Carolina and an MVG (Most Valuable Gringo) award from his time playing in the Nicaraguan Baseball League.

Katey Metzroth

Katey is an experienced community-centered designer who has led the management and co-design of four SecondMuse programs: Futureworks Incubator (formerly Next Top Makers), Futureworks Shops, M-Corps and Gender Equity in Tech (GET) Cities. In 2014, Katey worked directly with makers and entrepreneurs to build a more equitable early-stage hardware ecosystem in New York City through Futureworks Incubator and Shops. Katey expanded this work statewide and applied SecondMuse's Community Sourced Incubator strategy to advance New York State's nascent high-tech manufacturing industry. She co-designed NYSERDA's M-Corps to provide ClimateTech entrepreneurs with individualized support for manufacturing and business coaching, building on years of listening to the needs of New York's entrepreneurs. In 2020, Katey built the managing team and developed the core strategy for Gender Equality in Tech (GET) Cities, a Pivotal Ventures-funded initiative designed to accelerate the representation and leadership of women in tech to meet the demands of the industry's future. She is a founding designer of the Needfinding Framework for Internet Freedom and Human Rights, a product of SecondMuse.

In her previous life, Katey developed financial education programming for single mothers, helped UPENN and the Wharton school launch the Lipman Family Prize for social innovators, and guided the NYC-based digital strategy firm,

Sarkissian Mason, to incorporate social impact and the fight against global human trafficking into their business model. Katey holds an MA from Georgetown and the UNSAM in Buenos Aires.

Maegan Lillis

As Director of Research and Development at SecondMuse, Maegan works on operationalizing the company's theory of change at multiple levels through impact measurement and management approaches. She supports SecondMuse's programs by assessing their required levels of evidence, understanding their contributions to their desired outcomes, and evaluating their effectiveness. Maegan also manages Impact Navigator, an innovative digital tool built with SecondMuse's Headstream community that helps entrepreneurs and investors in the youth wellbeing sector find and utilize evidence-based metrics from the field of positive youth development. Maegan's career has focused on advancing equity by leveraging resources for social entrepreneurs to achieve their missions that center community solutions. She has worked in models like strategic philanthropy, social enterprise acceleration, homelessness, and corporate social responsibility, and believes those impact measurement models strengthen bridges between the knowledge of researchers, practitioners, and community leaders that can promote justice. Maegan studied Peace and Justice Studies and Community Health at Tufts University and holds a Master's in Social Business and Entrepreneurship from the London School of Economics.

McKenna Dempsey

McKenna is Program Manager at SecondMuse based in Portland, Oregon. As a Program Manager, McKenna currently leads program implementation across the Headstream program at SecondMuse. She helps to track progress, define goals and milestones and ensure communication between teams and projects. She also coordinates in-person and digital events and works closely with the team to align goals, expectations, and workflows.

McKenna believes that our youth are our leaders. And elevating their voices, providing them with wellness tools, and bringing them into the action that impacts them is the best way to make social change. Prior to SecondMuse, McKenna had her own start-up building a mental health platform for adolescents and brings in her knowledge of mental health technology and love of spreadsheets to the SecondMuse team.

When McKenna isn't at work, she loves hanging out with friends, going on hikes, rock climbing, and camping. She has two cats, Kevin and Sophie, who frequently join the Zoom calls, and she loves a good cozy day on the couch reading a book with them.

References

The following are two recent references for work SecondMuse has completed in the education sector, for similar research and strategy projects. We would be happy to provide introductions to either contact, or additional references as needed, and would be grateful if Internet2 could alert SecondMuse prior to reaching out to these contacts.

Walton Family Foundation
Jamie Jutila, Senior Program Officer, Education Program

Email: jjutila@wffmail.com
Cell: Can be provided upon request.
Website: www.waltonfamilyfoundation.org
Services provided: Research, Partnership Development, Strategy
Length of Service: Four (4) months, ongoing

Bill & Melinda Gates Foundation
Jaymes Hanna, Senior Program Officer, Market Dynamics
Email: jaymes.hanna@gatesfoundation.org
Cell: Can be provided upon request.
https://www.gatesfoundation.org/
Services provided: Research, Strategy
Length of Service: Four (4) months

Case Studies

Higher Education and Research

INVESTING IN GLOBAL EDUCATION INNOVATION

CLIENT World Bank Group, Global Partnership for Education

PROJECT DESCRIPTION The Global Partnership for Education is a multi-stakeholder partnership and funding platform that aims to strengthen education systems in developing countries in order to dramatically increase the number of children who are in school and learning. In 2018 SecondMuse was engaged by GPE to outline a strategy and structure for its new Knowledge & Innovation Exchange (KIX)[1] grant funding mechanism. The KIX Fund was created to increase investment into the development of solutions that strengthen the national capacity of developing country partners to solve key educational challenges as well as encourage learning and knowledge exchange and dissemination between countries. As part of its work, SecondMuse conducted and documented personnel reviews, as well as interviews with subject matter experts and relevant stakeholders, resulting in a blueprint for use by GPE detailing recommended approaches on the operational design, governance structure, implementation, and monitoring and evaluation. GPE was able to use this blueprint to successfully grow the KIX Fund from its starting budget of $60M to its current size of $165M. Through its investments KIX has demonstrated significant results, conducting more than 800 knowledge mobilization and capacity strengthening activities for in-country policymakers involving more than 25,000 participants[2].

[1] https://www.gpekix.org/
[2] https://www.globalpartnership.org/news/gpe-and-canadas-idrc-approve-88-million-extend-knowledge-and-innovation-exchange-kix

K-12 EDUCATION SYSTEM STAKEHOLDER MAPPING IN NEW MEXICO

CLIENT Walton Family Foundation

PROJECT DESCRIPTION SecondMuse, in partnership with the Walton Family Foundation, undertook a research project to better understand K-12 policy in New Mexico, and how the Foundation could leverage its assets to facilitate positive change within the K-12 system. Both the Walton Family Foundation's K-12 Education Program staff and SecondMuse discussed how systems mapping might be used to assist with strategy development and implementation for K-12 education reform. To this end, SecondMuse conducted desk research and interviews to understand the existing work and landscape of the K-12 policy environment in New Mexico. Staff were also interviewed to better understand the Foundation's theory of change and its work with city-level grantees. SecondMuse created a systems map for the Foundation that highlighted the various drivers and barriers within the system and created a plan to utilize the map for research and evaluation efforts, guiding investment decisions, and facilitating a city/federal policy level systems convening.

Open Source Communities

THE INTERNATIONAL SPACE APPS CHALLENGE

CLIENT NASA

PROJECT DESCRIPTION NASA generates a vast amount of data, both planetary and extra-planetary. Most of this data sits in institutional silos and generates little value for NASA or for other stakeholders. The International Space Apps Challenge made the case that existing organizational data, when curated and presented appropriately and when matched with a coordinated program of mass collaboration can generate significant value. Space Apps engaged with local teams in 95 cities in 46 countries to convene over 8,000 citizens across the planet to build software using space data to advance space exploration and to solve planetary sustainability challenges. SecondMuse is the strategic and operational lead for The International Space Apps Challenge.

NATIONAL DAY OF CIVIC HACKING

CLIENT White House - Office of Science and Technology Policy

PROJECT DESCRIPTION: U.S. government agencies at the federal, state, and municipal levels generate large quantities of useful data; however, getting that data into the hands of the public to generate useful tools and applications remains a challenge. A trend-setting early example of a civic hackathon, The National Day of Civic Hacking was designed by SecondMuse and has become a nationwide initiative involving more than 11,000 citizens representing businesses, nonprofits, government agencies, and local residents participating in over 95 events across the country with the goal of improving lives by working collaboratively to solve challenges facing local communities. 21 Federal government agencies participated, releasing datasets as well as submitting challenges, numerous state and local governments

also participated nationwide. National Day of Civic Hacking was a public-private collaboration led by SecondMuse in 2012 and supported by partner organizations including Code for America and Random Hacks of Kindness.

WE THE DATA

ClIENT - Intel

PROJECT DESCRIPTION - In 2012, Serving as the Strategic and Operational Lead for the Intel Sponsored National Day of Civic Hacking, SecondMuse worked alongside Intel and other organizations including Vibrant Data Labs, on a platform called We The Data (note: the site has been archived), an early open-data platform which sought to realize the potential for personal data and large open data sets to be combined in meaningful ways. With facilitation from SecondMuse, the team of Intel, Vibrant Data Labs, and National Day of Civic Hacking co-created an interface that promoted data literacy, platform openness, digital trust, and digital access.