



Public Allies **ADVANCES**  
**NEW LEADERSHIP**  
to strengthen communities, nonprofits,  
and civic participation



WE ARE CHANGING THE **FACE** AND  
**PRACTICE** OF LEADERSHIP  
TO MEET THE DEMANDS OF CHANGING TIMES



WHILE SOME ACHIEVE  
THE **AMERICAN DREAM**  
OTHERS **DREAM** OF A  
**DIFFERENT AMERICA**

About **37 million** Americans  
live **in poverty**. Among full-time, year-round  
workers, poverty has increased 50% since the late 1970s

CENTER FOR AMERICAN PROGRESS



THE ERA OF **BIG GOVERNMENT**  
SOCIAL PROGRAMS IS **OVER**

Our new, smaller government **must work...**  
**with all our citizens...** to enable all our people  
**to make the most of their own lives**

PRESIDENT BILL CLINTON, STATE OF THE UNION ADDRESS, 1996



INDIVIDUALS FEEL **LESS EMPOWERED**  
AND **LESS EQUIPPED**  
TO CREATE CHANGE

**Only 10%** of people ages 15 to 25 are confident  
that they make a great deal of difference  
in **solving community problems**

CIVIC AND POLITICAL HEALTH OF THE NATION STUDY, 2006



# **PIPELINES** INTO NONPROFIT CAREERS ARE **WEAK OR NONEXISTENT**

**640,000** new nonprofit leaders **will be needed**  
during the **next decade**, but only **9%**  
of college seniors **know how to pursue a career**  
**in the nonprofit sector**

RECRUITING AND RETAINING THE NEXT GENERATION OF NONPROFIT SECTOR  
LEADERSHIP, NYU WAGNER SCHOOL OF PUBLIC SERVICE, 2004



# **THE FACE** OF THE NATION **IS CHANGING**

While the Millennial Generation is **the most diverse**  
in U.S. history, recent research indicates that  
**more diverse communities** tend to be  
**less civically active**



THE **WORLD** WE LIVE IN  
IS **FLATTER** EVERY DAY

**FACEBOOK** connects more than **31 million** users  
through **47,000** regional, collegiate, and high school **networks**  
and **ebay** has generated more than **700,000** small businesses  
around the world

FACEBOOK, JULY 2007  
USA TODAY, NOVEMBER 3, 2005



OUR **NEXT GENERATION**  
IS **CHALLENGING**  
TRADITIONAL LEADERSHIP

When asked to name someone they admire,  
younger people are **twice as likely**  
as older Americans **to name a family member,**  
**teacher or mentor**

PEW RESEARCH CENTER, 2007

WHERE DO WE FIND **LEADERSHIP**  
FOR THESE **CHANGING TIMES** **?**





**WE'RE A NATIONAL MOVEMENT  
THAT BELIEVES IN THE LEADERSHIP  
OF THE MANY**

**History shows that ordinary people  
can do extraordinary things**

**CHANGING THE FACE  
OF LEADERSHIP**

**Today's leaders should**

Look like America will look

Connect across cultures

Facilitate collaborative action

Recognize and mobilize community assets

Commit to self-development

Be accountable for impact

# CHANGING THE **PRACTICE** OF LEADERSHIP

## Today's leadership should be

An action many can take, not a position few can hold

About creating lasting results that take hold when new voices emerge from community

Grounded in personal responsibility and a practice of values that engages others in leading

## Our **social** **impact**

Public Allies is the premier pipeline for developing diverse young nonprofit and community leaders.

We prepare leaders and organizations to lead more effectively for our **changing times**.



## A distinctive leadership platform

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1

Our signature AmeriCorps program provides a pathway for talented and diverse young leaders to emerge in communities

2

An active network of thousands that we connect and support, investing especially in those best positioned to have the greatest impact

3

A proven leadership development approach shared across sectors through The Leadership Practice, our training and consulting arm, to help individuals and organizations across sectors lead in changing times

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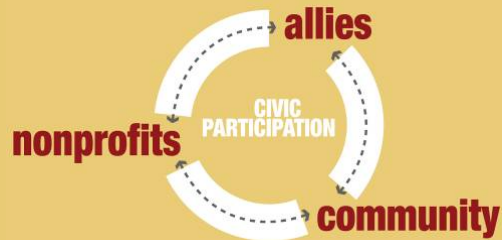
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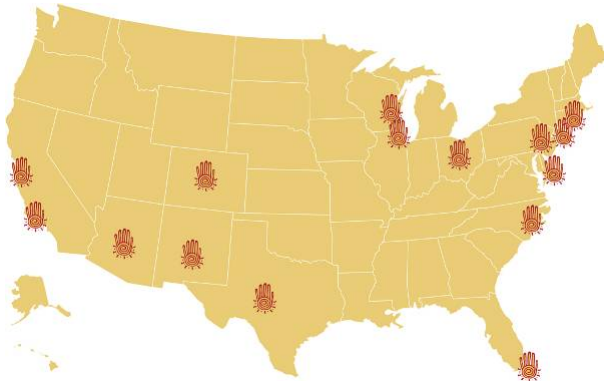
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Our signature AmeriCorps program

# A FRESH APPROACH THAT'S RIGHT FOR THE TIMES



## We work nationally to develop leaders in their home communities



Public Allies partners with **local universities and nonprofit organizations**. These partnerships **build** local capacity, **strengthen** management, **deliver** consistent program quality, **leverage** trusted brands, and **streamline** costs.

### Our operating partners

- American Sunrise (**San Antonio**)
- Arizona State University School of Nonprofit Leadership and Management
- Bay Area Community Resources (**Silicon Valley**)
- BRIDGES (**Cincinnati**)
- Community Development Technologies Center (**Los Angeles**)
- Coro Center for Civic Leadership (**Pittsburgh**)
- Eagle Rock School and Professional Development Center (**Estes Park**)
- Human Service Coalition of Dade County (**Miami**)
- New Mexico Forum for Youth and Community Development
- North Carolina Central University School of Public Administration
- RYASAP (**Connecticut**)
- University of Delaware Center for Community Service and Research
- University of Wisconsin Milwaukee School of Continuing Education

**Our proven program model**  
**leverages a public-private partnership**  
**with funding from AmeriCorps**

**Recognized...** by the Bush and Clinton administrations  
as a model for national service

**Respected...** as a source of best practices for  
leadership development, community  
engagement and evaluation for the  
field; the first AmeriCorps grantee  
to be contracted as a trainer for  
all other AmeriCorps grantees



**We identify and cultivate**  
**diverse young leaders**  
**within the neighborhoods and**  
**communities we serve**

**Allies are placed in 10-month apprenticeships**  
in nonprofit organizations where they:

- serve four days per week
- create, improve and expand services that address diverse issues, including youth development, education, public health, economic development and the environment
- earn a monthly stipend of \$1,250 to \$1,500
- receive healthcare, childcare, student loan deferment and a post-service education award of \$4,725



We identify and cultivate  
**diverse young leaders**  
within the neighborhoods and  
communities we serve

Allies engage in a rigorous leadership development curriculum delivered by community leaders, practitioners and educators. This program includes:

- intensive skills training
- personal coaching
- critical feedback and reflection
- community building
- team projects
- personal presentations of learning



**young** LEADERS

350 ages 18 to 30 nationwide

**allies**

2,230 graduates since 1992



proven  
program model

## STARTING WITH THE SELF

We help people build their own strengths so they can better engage the talents of others

More than 90% of Allies report gains in leadership skills and self-confidence

Allies and Alumni report gaining skills in teamwork, interpersonal communication, project planning and evaluation, diversity and inclusion, and personal responsibility



proven  
program model

## BREAKING DOWN BARRIERS

We provoke dialogue to reveal and challenge assumptions, and help diverse people work together effectively

Allies and Alumni are diverse: 67% are people of color, about 50% have college degrees, 60% are women and 15% are LGBT

Over 80% of partner organizations report Allies are far or slightly above average in practicing diversity and inclusion when compared to the organization's average staff member



**proven**  
program model

## ACTIVATING ASSETS

We solve problems by applying the often-untapped abilities of community members

In 2007, 315 Allies recruited 11,148 volunteers who served more than 105,000 hours — an economic value of more than \$2 million.\* More than 50% of volunteers came from the neighborhoods served

\*Independent Sector



## REACHING RESULTS

95% of Allies met or exceeded the expectations of partner organizations

Nonprofits hosting an Ally saved over \$20,000 as compared to what it would cost to do the same work without Public Allies. Nationally, Allies will save nonprofits more than \$7 million this year

Received the Pew Center for Civic Change prestigious *Civic Change Award* in 2006 and Fast Company Social Capitalist Award in 2007

## An economic **model** with **real results**

### Funding per Ally

AmeriCorps	\$12,800
Partner organization	11,200
Private funds/donations	2,000
	<b>\$26,000</b>

### Expense per Ally

Stipend and benefits	\$19,000
Local value added, overhead	7,000
Private funds/donations	2,000
	<b>\$26,000</b>

**Market rate of Ally** paid and volunteer time, pro-rated over 10-month term \$19,000

**Average partner organization ROI** 3.23

**Average local donor/private funder ROI** 18.08

## A **distinctive** leadership platform

# 1

Our signature AmeriCorps program **provides a pathway** for talented and diverse young leaders to emerge in communities

# 2

An active network of **thousands** that we connect and support, **investing especially in those best positioned to have the greatest impact**

# 3

A proven leadership development approach **shared across sectors** through The Leadership Practice, our training and consulting arm, to help individuals and organizations across sectors lead in changing times

We develop and support  
an **active** and **growing force**  
for **social impact**

**Public Allies Alumni** represent more than **2,200 examples** of how we invest in those who are changing the face and practice of leadership. We provide resources and connections for Alumni to be leaders for life.

Programs include:

- Fellowships
- Policy Training
- Awards for excellence
- Grants for innovative projects
- Events

In 1994, while serving as a Public Ally in Washington, D.C., Paul Griffin started City at Peace, a nonprofit that operates programs in five United States communities, Israel, and South Africa. City at Peace has increased student achievement among 2,000 teens who have served their communities and staged musicals about their lives for airing on HBO and ABC.



**“Public Allies** gave me a solid set of skills, as well as an opportunity to practice working in the nonprofit world. It continues to be a lifelong support network for me.”

PAUL GRIFFIN

More than **80% of Alumni**  
continue careers in public service



Evelin Montes is Co-Director of Collective SPACE, a grassroots organization that organizes community members in the MacArthur Park area of Los Angeles to improve housing, education, health and public safety.

**“Public Allies** enabled me to realize that leading a nonprofit organization was a goal I could accomplish. I have **Public Allies** to thank for the exposure to the nonprofit world, and for further developing my skills as a leader.”

EVELIN MONTES

Allies and Alumni are **twice as likely** as their peers to volunteer, mentor and **participate** in political and civic activities

# ALUMNI IN ACTION



A sample of organizations where Milwaukee Alumni lead

- Americans for Democratic Action
- American Red Cross
- AIDS Resource Center of Wisconsin
- Boys & Girls Clubs of Greater Milwaukee
- Children's Health Education Center
- City of Milwaukee Health Department
- CITIES Project High School
- Clara Mohammed School
- Department of Workforce Development
- Diverse and Resilient
- Impact Drug and Alcohol Services
- Legal Action of Wisconsin
- Milwaukee LGBT Community Center
- Milwaukee Police Department
- Milwaukee Public Schools
- Next Door Foundation
- Nonprofit Center of Milwaukee
- Planned Parenthood
- Planning Council for Health and Human Services
- Safe and Sound
- Urban Ecology Center
- Urban Underground
- VE Carter Development Center
- Wisconsin Coalition for Advocacy

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## Our **tailored training, coaching** and **consulting** shares our approach **across sectors**

The Leadership Practice, our training and consulting arm, expands the scope and scale of our impact by delivering Public Allies' knowledge and techniques to help organizations advance diverse young leaders and exemplify values that:

- Better engage and strengthen communities
- Develop diverse and inclusive leadership
- Foster collaboration
- Improve accountability

### LEADING WITH QUALITY.

873 evaluators gave The Leadership Practice an average aggregate score of 4.33 on a 5.0 scale for quality and applicability to their work.

## Influencing our field to change the face and practice of leadership

We've worked with the following organizations to advance new ways of leading that are right for changing times:

**Northwestern University's Asset-based Community Development Institute:** engaging faculty of nationally recognized community builders as part of our training and consulting group

**The Corporation for National and Community Service:** providing training and technical assistance to over 1,000 grantees

**Voices for National Service:** co-founded to promote national service policy

**The Nonprofit Sector Workforce Coalition:** co-founded and chair coalition of more than 60 major national organizations to create workforce development strategy for sector

**The Alliance for Children and Families:** improving recruitment and retention of diverse talent for network that employs 65,000

## A distinctive leadership platform positioned for growth

**Public Allies'** signature program, growing network, and proven approach are:

- Right for the times...** and in demand.  
*Ally, Partner organization and new site applicants greatly exceed current supply*
- Sustainable and replicable...** to reach more communities.  
*Our organizational structure operates sites in partnership with local nonprofits and universities*
- Diversified and integrated...** for greater impact.  
*Our three program areas support and reinforce each other*
- Profitable and visible...** with potential for real returns.  
*Our leadership of coalitions and consulting services have led to new sites, partners, and contracts generating more than \$1.2 million*

## A **distinctive** leadership platform positioned for **growth**

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By 2011, Public Allies will:

**Expand** to 35 communities, with more than 1,000 Allies

**Build** the Alumni Network to 5,000

**Enhance** Ally and Alumni programming to position more leaders for impact

**Increase** dissemination and advocacy efforts for greater national and local influence

**Advance** staff development to exceed the highest professional and ethical standards

# everyoneLEADS

Learn more at [PublicAllies.org](http://PublicAllies.org)