

ProInspire

IMPACT REPORT

December 2015

ProInspire

Time
9:00-9:15AM
9:15-9:45
9:45-11:15
11:15-12:00
12:00-12:30

What Does Meaningful Work Mean?

Evidence from motivational psychology, positive psychology, strategic management, and cognitive neuroscience all converge to show that no matter whether you are a boomer, GenX, or millennial, the more you find your work meaningful, innovative, productive, and hands-on, the more you will enjoy it.

CEO'S NOTE

2015 was an exciting year for ProInspire. We celebrated many accomplishments — none of which would have been possible without our Fellows, alumni, donors, partners, and supporters. To increase transparency and communication, we are pleased to present this Impact Report to share some of the year's highlights including:

SECTOR RECOGNITION. In January, the *Chronicle of Philanthropy* named ProInspire one of [7 Nonprofits to Watch in 2015](#). In November, we were named a [Top-Rated Nonprofit](#) by GreatNonprofits based on user reviews. We were honored by these recognitions, as well as other [news articles](#) featuring our people and our work.

PROGRAM EXPANSION. We reached 150+ participants in Washington, DC and the SF Bay Area, a 67% increase over 2014. New programs include [Managing for Success \(M4S\)](#) in the SF Bay Area, [custom leadership development programs](#) for our partners, and executive coaching.

THOUGHT LEADERSHIP. We broadened our thought leadership work with the publication of two reports:

- [Social Impact Fellowships: Building Talent in the Social Impact Sector](#)
- [A Force for Impact: Millennials in the Nonprofit Sector](#)

SECTOR COLLABORATION. ProInspire was selected to participate in [Annie E. Casey Foundation's Talent Pipelines Learning Lab](#), during which we strengthened our own team's capacity around results based leadership and worked with other organizations to develop a field level strategy to expand diversity in the nonprofit sector.

LONG TERM PLANNING. We launched our [strategy process](#) focused on developing a bold goal to drive our work. The strategy process will continue through early 2016 and the outcome will guide our planning for the next five years.

Thank you for your continued support in 2015. I look forward to collaborating in the coming year.

Sincerely,



Monisha Kapila, Founder and CEO, ProInspire

2015 PARTICIPANTS

2015 Participants by Program

Programs	Washington, DC	SF Bay Area	Total
ProInspire Fellows	14	8	22
M4S Fellows	37	21	58
Executive Coaching Clients	13	–	13
Custom Programs	60*	–	60
TOTAL	124	29	153

* Custom program participant totals based on faculty estimates



PROINSPIRE FELLOWSHIP

What Went Well

High Partner satisfaction.

Average rating of 4.4 out of 5.

High Fellow satisfaction.

Average rating of 4.5 out of 5. 100% of Fellows said they would choose to be part of the ProInspire Fellowship again, if given the choice.

Strong retention. Over 70% of ProInspire Fellows stayed at their organization at end of their fellowship.

Strong racial/ethnic diversity.

59% of ProInspire Fellows are persons of color.



What We Can Improve

Gender diversity. 18% of selected Fellows are male, vs. 36% of fellowship applicant pool (based on self-reported data).

Placement process. The improved job market led some finalists to withdraw from our selection process to accept other roles. In addition, the time required for hiring partners to select a Fellow trended upward, which strained our process.

Skill set gaps. Partner demand in the SF Bay Area for Fellows with experience in digital marketing and accounting/finance outpaced our candidate pipeline.

Cost per Fellow.* Additional time spent on placement drove our CPF higher. We estimate that at appropriate staffing levels, our typical total cost per Fellow is \$10,000-\$12,000. New partners currently pay \$7,000 per Fellow, leaving a gap of more than \$3,000 per Fellow.

* Cost per Fellow includes all costs incurred from one participating Fellow in one Fellowship cohort (recruitment, selection, placement, orientation, training, materials, fellow and partner support, etc).

PROINSPIRE FELLOWSHIP

Key Questions for 2016

- What changes can we make to improve **gender diversity**?
- How can we more effectively manage **hiring partner timelines and expectations** in our placement process?
- How can we influence the **candidate pipeline** to ensure we have the right candidates, with the right skill sets, in the right geographic areas?
- How can we decrease the **cost per Fellow** and build more efficiency into our placement process?
- What is the optimal level of **training and support** for Fellows and hiring partners?



MANAGING FOR SUCCESS (M4S)

What Went Well

High Fellow satisfaction.

Average rating of 4.4 out of 5. 95% indicated the program was very or extremely valuable in helping them develop their leadership potential.

Strong racial/ethnic diversity.

52% of Management Fellows are persons of color.

Geographic expansion.

We launched M4S in the SF Bay Area -- and were pleased to have a very strong inaugural cohort.

58



Management Fellows graduated across DC & SF



M4S Cohorts: Two in DC & inaugural cohort in SF

New faculty.

We brought on three new faculty members, each of whom facilitated his/her own program.

Alumni engagement.

M4S alumni in Washington, DC designed and facilitated two retreats for the current cohorts.

Partner and foundation support.

- Ongoing overall support for Managing for Success from American Express and The Annie E. Casey Foundation.



THE ANNIE E. CASEY FOUNDATION

- New support for our SF Bay Area program from Tipping Point Community.



- Three partners provided training space for each program, totaling \$10,000 of in-kind support: Capital One, PNC Bank, and the Presidio Institute.



Presidio Institute

MANAGING FOR SUCCESS (M4S)

What We Can Improve

Gender diversity. Management Fellows are 21% male, 79% female. While reflective of the overall sector imbalance, we hope to improve upon this ratio in future years.

Faculty onboarding and training.

New faculty need more time, structure, and support to prepare for their programs, as well as ongoing communication about any content changes in the overall curriculum.

Alumni support. Opportunity to convene alumni around their continued development.

Cohort bonding. Facilitate more interactions between trainings, to strengthen each cohort's sense of community and shared purpose.

Key Questions for 2016

- What changes do we make to improve the **program and consistency** across cohorts?
- Should we **expand** Managing for Success to other geographical markets?
- Should we develop programs focused on **specific issues or functions**, e.g. a cohort for managers in youth development or a cohort for development professionals?
- How do we connect and support the growing Managing for Success **alumni community**?



ALUMNI SURVEY RESULTS

Two recent Alumni surveys show how our programs impact alumni and the sector at large.

Fellowship Alumni Survey Learnings

NOVEMBER 2014

Engaged in social sector beyond work.

4 out of 5 alumni respondents engage in the social sector outside of their full-time job.

Typically stay at their organization or pursue graduate school after the fellowship.

Nearly half of respondents remain at their placement organization; nearly 1/3 are enrolled in graduate school.

Concerned about career prospects in social sector. Respondents are relatively satisfied at their current organization, but have negative perceptions about the social sector overall around career paths, talent oriented culture, and compensation.

Managing for Success Alumni Survey Learnings

AUGUST 2015

Increased managerial knowledge.

90% of M4S alumni respondents report greater knowledge compared to before their fellowship.

Advancing careers. 35% of respondents reported receiving a promotion; 20% gained an increase in role responsibility and 20% made a lateral move to another organization. More than half say M4S was a significant contributor to successful career moves.

Strong program satisfaction. Nearly 80% of respondents say M4S was very or extremely valuable. Net Promoter Score of 73 (out of 100) ranks highly, along with Costco and Apple.

CUSTOM PROGRAMS

At partner request, we conducted four custom workshops in 2015:

At College Summit, we ran a set of workshops on people management for the management team.

At Communities in Schools, we facilitated assessments, workshops, and a retreat around emotional intelligence and MBTI.

What Went Well

Inbound requests. We did not invest resources to market this offering.

Positive feedback. Both partners expressed interest in working with us more.

Staffing. Programs were led by ProInspire faculty, minimizing staff administrative time.

Pricing. Program fees covered all related costs.

60 
participants in Washington, DC

What We Can Improve

Performance metrics. We need a system to track data, feedback, and impact for custom programs.

Ongoing engagement. We do not currently capture participant information, so they aren't staying engaged with ProInspire.

Bandwidth. We need to onboard additional faculty in order to more broadly market this offering.

Key Questions for 2016

- How do we onboard **more faculty** who can lead the M4S curriculum directly for partners?
- What kind of **marketing and program support** is needed for custom programs?
- How do we maintain the **high quality** of custom programs while keeping **pricing reasonable**?



EXECUTIVE COACHING PILOT

Our standalone coaching program for nonprofit leaders is in the pilot phase. Key program elements include:

- Coaching 101 webinar
- Goal clarification
- Five one-on-one coaching sessions with an individually matched, experienced coach

The pilot runs Fall 2015 through March 2016, at which point we can evaluate its potential for rollout.

What Went Well

Demand. We had a very positive response for the pilot, despite minimal marketing.

Leveraging existing relationships. Most participants came from existing Prolnspire partners, and executive coaches have coached for our other programs in the past.

Pricing. Program fees covered all related costs.

13  coaching clients
in Washington, DC

What We Can Improve

Cohort experience. Pilot lacks in-person programming to build community.

Performance metrics. We need a system to track data, feedback, and impact for executive coaching.

Bandwidth. We need to recruit additional coaches in order to more broadly market this offering.

Key Questions for 2016

- Is coaching a **valuable standalone service** for our partners?
- What is the appropriate **structure and pricing** for the coaching program?
- What **level of support** is needed for coaches and participants after the “match”?
- How do we deepen **participant engagement**, both in-program and over the longer term?

THOUGHT LEADERSHIP

Two Major Reports Headlined Our 2015 Thought Leadership Efforts

Social Impact Fellowships: Building Talent in the Social Impact Sector (April). Representing the first effort to map the current social impact fellowships landscape, our report was based on a survey of nearly 50 fellowship programs in November 2014 by ProInspire and ProFellow. The report created categories of fellowships to establish better segmentation, and informed our own thinking about ProInspire's programs.

A Force for Impact: Millennials in the Nonprofit Sector (November). Based on external research, data from ProInspire's programs, and input from our alumni and partners, this report laid out key strategies for nonprofit organizations to better engage Millennial employees.



Two reports published by ProInspire

Eight articles featuring ProInspire



What Went Well

Stakeholder collaboration. ProInspire volunteers, staff, Fellows, and alumni contributed to these reports in meaningful ways, including analyzing surveys, identifying key findings, and sharing feedback.

THOUGHT LEADERSHIP

Increased exposure.

- We published an article about the fellowship research in [*Stanford Social Innovation Review*](#), and we were invited to speak about it by the Aspen Network of Development Entrepreneurs and the National Center for Family Philanthropy.
- The Millennials report continues to receive excellent feedback from partners, funders, and other stakeholders who are trying to better understand generational shifts in their organizations. It was also featured in an article by the [*Chronicle of Philanthropy*](#).
- Several groups invited us to speak about ProInspire's work, including Ashoka, Association of Fundraising Professionals, Emerging Practitioners in Philanthropy, Independent Sector, and Young Nonprofit Professionals Network.



What We Can Improve

Frequency. We should increase the frequency with which we externally publish ideas and insights.

Dedicated focus. We need to secure funding so we can dedicate more time and resources to thought leadership.

Partner convening. We would like to bring organizations together around our research. For example, many partners have expressed interest in learning more about our Millennials research.

Key Questions For 2016

- How do we **expand outreach** around our Millennials research?
- How do we **convene** ProInspire partners around our learnings?
- How do we codify and share our learnings around **diversity and equity** in the nonprofit talent pool?
- On what **other topics** can we contribute a leading voice?

FUNDRAISING

Our Major Supporters

2015 Funders



THE ANNIE E. CASEY FOUNDATION



TIPPING
POINT
COMMUNITY

Sid Yog and 100+ individual donors

New Funders for 2016

THE
KRESGE
FOUNDATION

In-Kind Training Space



PNC BANK



Presidio Institute

and many current and past partners

In-Kind Training Support



Coaching Matters



More Than Money Careers

In-Kind Technology Support

Google AdWords



FUNDRAISING

What Went Well

Support from long-time funders. We received continued support from American Express Foundation and Annie E. Casey Foundation.

Secured new support.

- Tipping Point Community supported Managing for Success in the SF Bay Area.
- We received a two-year grant from Kresge Foundation, starting in 2016.
- Sponsors provided in-kind training space for each Managing for Success cohort.



What We Can Improve

Communication frequency. We should connect more regularly with funders and individual donors.

Individual giving. Develop clearer value proposition for individual donors.

Staffing. Put dedicated resources against fundraising, particularly donor engagement and year-end individual giving campaign.

Key Questions for 2016

- How do we **identify and engage foundations** interested in investing in talent pipelines, diversity, and leadership development in the sector?
- What are the best ways to **engage our donors**?
- How does our **bold goal strategy** inform fundraising?

100+ 

individuals donated to support our work

STRATEGY

We embarked on a strategy process* to define our bold goal and set the course for ProInspire's future.

Stakeholders Involved in the Strategy Process

ProInspire Strategy Steering Committee comprises a cross-section of ProInspire stakeholders, including staff, Board members, partners, and alumni.

ProInspire Strategy Planning Committee comprises ProInspire alumni who are serving as analysts in our strategy process.

ProInspire Board of Directors comprises the individuals who are responsible for governance of ProInspire.

Phases Will Be Completed Over Two Years

2015

1

Internal Assessment.

We defined our major strengths and assets to be leveraged.



2

External Assessment. We evaluated the external landscape, significant trends, and our current positioning in the marketplace.



2016

3

Strategy Definition.

We will define our bold goal and what success will look like.

4

Implementation Planning. We will evaluate our current programs and partnerships within our new strategies, and identify resources and capacities needed to implement new strategies.

*For more information on our strategy process and learnings to date, please [visit our blog](#).

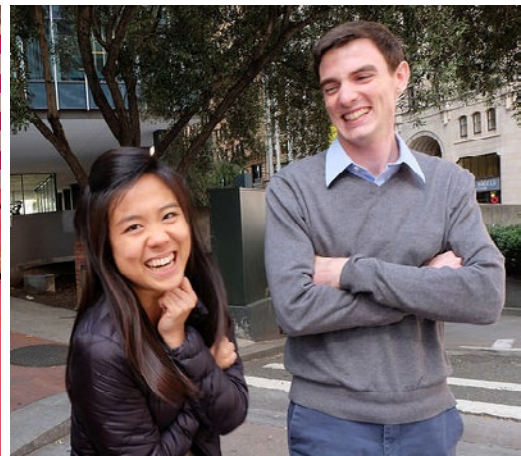
PROINSPIRE INTERNAL ASSESSMENT

Strengths

- Excellent connector and “white glove” service provider for partners
- Effective capacity builder for social sector organizations
- Valuable pipeline of diverse, qualified, committed talent for partners
- Effective social sector entry point for participants
- Exceptional training and career transition support for participants
- Programs fill a gap in the current marketplace

Opportunities

- Clarify primary customer, value proposition and impact
- Articulate a sector or functional focus
- Monetize training and leadership development expertise
- Establish sustainable partnerships
- Leverage expertise across the talent lifecycle
- Grow national influence through thought leadership



KEY TAKEAWAYS

We need to focus our capacity and resources.

Ongoing program management responsibilities and other activities strain our small team. We have engaged freelancers and consultants for specific functions such as communications, website management, and graphic design. In 2016, we will engage more service providers so our team can focus on core goals and programs.

Diversity in the talent pipeline is not being addressed in the sector.

Our participation in the Annie E. Casey Foundation's Talent Pipelines Learning Lab focused on how to create a more diverse and equitable talent pipeline in the social sector. We recognize that most of our partners struggle with race and equity, and that implicit bias impacts alumni, fellows, and potential fellows for our programs. In 2016, we plan to expand our focus on creating a diverse pipeline in the nonprofit sector.

Communication is a core function. We need to share our insights, ideas and needs more broadly as our partner and alumni base grows. We should also use communication as a tool to influence organizations beyond the direct reach of our programs. In 2016, we plan to implement a more comprehensive communication strategy.

Processes and systems matter. As our programs have expanded, so too has the complexity of our organization. We need to identify systems and tools to increase our effectiveness. In 2016, we plan to more fully integrate Salesforce, as well as implement Cornerstone on Demand to support engagement with our fellows and alumni.

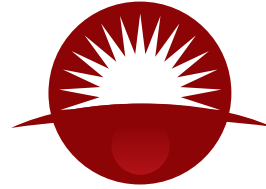
Measuring impact is not easy. The insights from our alumni surveys tell a compelling story, yet we struggle to convey how impact on individuals in our programs leads to better social outcomes. In 2016, we will develop more concrete metrics for Managing for Success, as a way to inform our measurement for all of ProInspire's work.

WASHINGTON DC PARTNERS



SF BAY AREA PARTNERS





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