

ProInspire

IMPACT REPORT

December 2016



A NOTE FROM OUR CEO

2016 marked ProInspire's seventh year as an organization — and a year in which we reached a number of new milestones. We are proud to share this Impact Report and highlight some of our 2016 accomplishments:

BOLD GOAL & STRATEGY. We finished a 20-month strategic planning process, and set our bold goal for impact: *social sector organizations have high performing leaders at all levels in order to fulfill their missions.* We are now refining strategies and developing our implementation plan.

PROGRAM & GEOGRAPHIC EXPANSION. We reached 400+ participants across our programs, up from 150 in 2015. New programs include the ProInspire Leadership Institute (powered by the Kresge Foundation), and a growing number of custom leadership development programs for our partners. The partnership with Kresge is enabling us to run leadership programs in new cities, including Detroit, Los Angeles, Memphis, New Orleans, and Philadelphia.

DIVERSITY, EQUITY, & INCLUSION. We launched two new partnerships to advance diversity, equity, and inclusion in the sector. [Equity in the Center](#) is a collaboration with nonprofit and philanthropic partners

to influence social sector leaders to consistently prioritize racial and ethnic diversity at all staffing levels. We are curating key resources for [Independent Sector's DEI Hub](#). We also expanded our leadership curriculum by developing a training module on implicit bias.

While this was a strong year of growth for ProInspire, it was not without challenges. The following pages offer a closer look at each of our program areas and initiatives, including what went well, what we can do better, and how together they inform our 2017 goals.

We are inspired by the energy and passion our fellows, program participants, partners, staff, and stakeholders bring to their work everyday, and we look forward to our continued partnership as we reach for our Bold Goal.

Sincerely,



Monisha Kapila,
Founder and CEO, ProInspire



2016 PARTICIPANTS

2016 Participants by Program

Programs	Washington, DC	SF Bay Area	Other	Total
ProInspire Fellows	13	7	–	20
M4S Fellows	48	18	–	66
ProInspire Leadership Institute, Powered by Kresge	30	25	18	73
Custom Programs	250*	–	–	250
TOTAL	341	50	18	409

* Custom program participant totals based on faculty estimates



PROINSPIRE FELLOWSHIP

*Expands talent
pipelines into the
social sector for early
career professionals*

What Went Well

***Participants view Fellowship as effective
pathway into sector.***

100% of Fellows would recommend program to peers,
and 95% would participate again.

***Partners view Fellowship as reliable source
of early career talent.***

59% of Partners are returning Partners.

Diversity measures remain strong.

63% of 2016 Fellows are persons of color, and 37% are
male, addressing sector-wide diversity issues.

Strong, sustained interest, even with stronger job
market, from partners and applicants for career pathway
into the sector and leadership development to support
the transition.

2015
COHORT **21**

ProInspire Fellows graduated across DC & SF

2016
COHORT **20**

ProInspire Fellows started across DC & SF



PROINSPIRE FELLOWSHIP

What We Can Improve

Placement process. Our model, including the time required for Fellow selection, isn't responsive to the enduring strength of the job market, resulting in the loss of strong candidates to other opportunities.

Increasing consistency in program delivery. Staff transitions in the Bay Area impacted program quality and consistency.

Placement rate. We placed just 2.5% of applicants in Fellowship roles, leaving unmet needs for professional development and career pathways in our applicant pool, and missed opportunities for us.



2017 Key Goals

- **Pilot "career bootcamps"** to test a model for supporting more ProInspire finalists in defining their pathways into the sector.
- Build a **sustainable selection process** and strengthen alignment to core competencies.
- Evaluate changes to the Fellowship cycle to be more responsive to **partner needs** and **candidate timelines**.
- Incorporate **stronger focus on equity and inclusion** into training program.

MANAGING FOR SUCCESS

*A targeted leadership
development
program for social
sector managers*

What Went Well

Positive Fellow feedback. 100% of participants agreed what they learned will have a positive impact on their career, and 94% agreed the experience will help them be more effective managers.

Strong program interest. Reach for the program is growing. We will consider adding a second cohort in SF Bay Area in order to meet the increased demand.

Streamlined program design. We condensed and streamlined our program to include three workshops.

66

Management Fellows graduated across DC & SF

38

Organizations represented



Cohorts: Two in DC & one in SF

What We Can Improve

Diversity. Racial (41% people of color) and gender (20% male) diversity measures fell below goals, driven in part by an increase in sponsored fellows. While our racial diversity outperforms the broader sector and our gender diversity is reflective of the overall sector imbalance, we will focus on improving these measures in future cohorts.

Expanded program offerings. Program interest and participant feedback highlight the need for a Director-level leadership development offering.

Stronger cohort bonds. Three-month program cycle creates challenges for cohort members to develop strong bonds outside of program activities.

2017 Key Goals

- **Expand capacity** by bringing on new faculty and staff to support this program.
- **Focus** more on our **key demographic** of early managers.
- Develop **Director-level leadership program** (Managing for Success 2.0), for launch in 2018.

PROINSPIRE LEADERSHIP INSTITUTE

*A two-day, interactive
workshop launched
with the support
of the Kresge
Foundation*

Program will be run in seven cities between 2016-17. Participants include managers in Kresge's grantee organizations who were nominated by their leadership.

THE
KRESGE
FOUNDATION

What Went Well

High participant satisfaction. 95% of participants agreed that the PLI helped them develop knowledge and skills that will improve their leadership performance.

Targeted, relevant curriculum. We leveraged ProInspire's proven curriculum, with a focus on Leading Self and Leading Others, and introduced two newly designed modules: Implicit Bias and Trust. The content was well received and deeply appreciated by participants.

Staffing. Experienced ProInspire faculty led the PLI workshops, which enabled a smoother rollout and contributed to participant satisfaction.

What We Can Improve

Recruiting processes. We need to improve efficiency in our recruiting processes for multi-city workshops, in order to minimize staff administrative time.

Cohort experience. We want to build in more opportunities for participants to foster meaningful connections with their cohort, which was the lowest rated aspect of the workshops.

2017 Key Goals

- Successfully deliver the program in **four additional cities**.
- Identify how to **adapt this model** for other foundations to expand impact and revenue.

2016
CITIES PHILADELPHIA, SF BAY
AREA, WASHINGTON, DC

2017
CITIES DETROIT, LOS ANGELES,
MEMPHIS, NEW ORLEANS

CUSTOM PROGRAMS

Leadership development programs based on ProInspire's proven curriculum and tailored to an organization's needs

What Went Well

Increased interest and reach. We had a 4x increase in custom program participants and a 50% increase in the number of organizations with which we partnered in 2016.

Key Modules. Participants were interested in topics of immediate impact, including Emotional Intelligence and Managing Up.

Responsiveness to content interests. We developed new content based on sector trends and partner interests, including Adaptive Leadership; Change Management; Implicit Bias; Trust; Innovation; Advocating for Yourself as a Leader of Color.



What We Can Improve

Geographic expansion. With expanded capacity, we could offer these programs beyond Washington, DC.

Diversity, equity, and inclusion. Partner demand for training on implicit bias and other DEI topics currently exceeds our capacity.

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

2017 Key Goals

- Develop **curriculum around diversity, equity, and inclusion** to respond to partner interest.
- Recruit and hire **additional faculty in DC and SF.**
- Train our staff and faculty in **Results-Based Facilitation (RBF)**, through our partnership with the Annie E. Casey Foundation.

ALUMNI NETWORK

Support of 700+ alumni across our network

What Went Well

Staffing. For the first time, we hired a team member with alumni engagement as part of her skill set and her scope of work.

Feedback. We gathered feedback from alumni leaders in our Alumni Councils and participants at our first alumni workshop to develop strategy for 2017.

Engagement. We engaged alumni in several areas, including fellows retreat, coaching, research committee, and giving campaign.



What We Can Improve

Leadership opportunities. We should provide more structure and support for alumni volunteers.

Professional development. Alumni express strong desire for continued professional development that we can address with additional offerings.

Infrastructure. We need increased staff capacity for alumni engagement, and better tracking in Salesforce for communication.

2017 Key Goals

- Develop a **clear and sustainable support model** for alumni and encourage strong engagement within and across cohorts and programs.
- Clarify **what it means to be an "alum"** for each program, including expectations and benefits, and the role of Alumni Councils.
- Build an **alumni database**.



FIELD BUILDING

Influencing the sector to prioritize talent, diversity, and inclusion through collaborative initiatives

Our 2016 field-building efforts focused on three key initiatives: Independent Sector's DEI Focus Area, Equity in the Center, and Impact Fellowships Summit.

Independent Sector's Diversity, Equity, and Inclusion Focus Area

- We served as curation partner for IS' online resource hub to share resources and best practices about diversity in the sector.



Original blog posts



Resources with editorial summaries

- The DEI site was the most visited of the three focus areas hosted by IS.

Equity in the Center

- Launched field-wide initiative with AmeriCorps Alums and Public Allies to create a more diverse and equitable social sector talent pipeline.
- Initial funding from Casey, American Express, and Packard Foundations.

- ProInspire is serving as backbone for the initiative and leading activities to educate and engage social sector leaders.

Impact Fellowships Summit

- First-ever gathering of leaders, managers, and funders of social impact fellowship programs (Nov 2016).
- Collaborative design approach: ProInspire, Atlas Corps, and Public Allies served as Lead Planning Committee; sessions facilitated by leaders from 13 organizations.
- Interactive, participatory format fostered collaboration and community.
- Strong momentum and interest in continued efforts to strengthen the field.



Attendees



Organizations represented

FIELD BUILDING

Post-Summit Feedback*



* Summit Post-Event Survey

What Went Well

Strong partnerships. Developed meaningful resources and initiatives with other organizations. Leveraged individual strengths for collective progress.

Expanded opportunity. Initiatives have led to increased awareness and reach for our work.

Engaged philanthropy. We are encouraged by funder interest in these important areas.



What We Can Improve

Collaboration management. Budgeting for partnership and project management time is required in collaborations.

Alignment to mission. We need to clarify how field-building activities tie to our mission and bold goal..

Capacity. We need to increase internal capacity in order to efficiently lead these efforts.

2017 Key Goals

- **Build momentum** for Equity in the Center work through education and exploration of communities of practice.
- Determine **next steps** to build on momentum from **Impact Fellowship Summit**.
- Better **define business model** for field building activities.

THOUGHT LEADERSHIP

Influencing the sector through research, writing, and speaking on issues that align to our mission

7 Speaking Engagements

Topics included:

- Diversity and equity in the social sector
- Defining your personal brand
- Implicit bias
- Leadership in the 21st century



4 Articles on Diversity, Equity, and Inclusion

- Two op-eds published in *Chronicle of Philanthropy* addressing DEI in context of current events — *What Nonprofits Can Learn From #OscarsSoWhite* (Feb) *How Nonprofit Workers and Leaders Can Make a Difference as Racial Tensions Flare* (Aug)



- Three blog posts published on Independent Sector DEI Focus Area



THOUGHT LEADERSHIP

Other Media

- Featured and quoted in two articles on fellowships in [The Guardian](#) and [The Huffington Post](#)
- Invited guest on 4 podcasts
- M4S alums and staff featured in video vignettes for [American Express LeaderStories](#) platform

the guardian

THE HUFFINGTON POST

innovate podcast



LEADERSHIP ACADEMY



Research

- Published [Millennials Infographic](#) as follow-up to 2015 research
- Conducted focus groups and survey for ***Prolnspire Guide to Professional Development in the Social Sector*** (publication in Q1 2017)
- Initiated early-stage research on Competency Model (publication in Q3 2017)



Recognition

- Named [2016 Top-Rated Nonprofit](#) by ***GreatNonprofits.org***
- Selected to ***Ashoka U List of Social Innovation Fellowships to Know***
- Prolnspire CEO named to ***Chronicle of Philanthropy 40 Under 40 list***



THE CHRONICLE OF PHILANTHROPY

FUNDRAISING

Our Major Supporters

2016 Funders



THE ANNIE E. CASEY FOUNDATION

THE
KRESGE
FOUNDATION



New Funders for 2017

BILL & MELINDA
GATES foundation

the David
Lucile Packard
FOUNDATION

In-Kind Training Space



In-Kind Training Support



Digital Disruptions

In-Kind Technology Support

Google AdWords



What Went Well

Program support from long-time funders. We received continued support from American Express Foundation, Annie E. Casey Foundation, The Kresge Foundation, and Tipping Point Community.

Initial funding to launch Equity in the Center.

American Express Foundation, Annie E. Casey Foundation, and David & Lucile Packard Foundation joined as first funders for this important initiative.

Investment from Gates Foundation. We received a major investment from the Bill & Melinda Gates Foundation for a fellowship program that will place experienced professionals with skills and expertise in digital technology in U.S. government agencies to expand global financial inclusion. This program will officially launch in early 2017.

What We Can Improve

General operating support. We need to increase support for general operating costs, to help us invest in our own human capital and infrastructure.

Staffing. 2016 marked the first time we hired consultants to support proposals and our year-end giving campaign. These investments had strong results, and we will continue to increase staffing toward our fundraising goals.

Contact management. We implemented Salesforce this year, but need to expand our efforts to use the tool to manage contact engagement, as well as to better align communication.

2017 Key Goals

- **Maintain support** from existing funders.
- Successfully **administer Gates investment.**
- **Increase funding** for general operating costs.
- Identify areas where consultants can **add strategic capacity.**
- **Improve communication and engagement** with our donors.

STRATEGY — THE BOLD GOAL

We completed our strategy process, setting a bold goal and strategies for the organization's future.

ProInspire's bold goal is that *social sector organizations have high performing leaders at all levels in order to fulfill their missions.*

We will achieve this goal through

3 KEY STRATEGIES

1 *Develop leaders with the mindsets, skills, and tools needed to drive results.*

2 *Create pathways for leaders at all levels to achieve their potential.*

3 *Influence the sector to prioritize talent, diversity, and inclusion.*

2017 Key Goals

- **Define metrics** to track progress towards our bold goal.
- **Generate resources** to support implementation.
- **Build organizational capacity** through restructuring and team expansion to implement the strategies.
- **Implement our plan** by piloting activities aligned to each strategy.



PROINSPIRE INTERNAL OPERATIONS

With our organization's growth and the expansion of our program services, we needed to rethink our structure, increase our internal capacity, and streamline our operations. We have taken several key steps to bring capacity, efficiency and consistency to our work.

What Went Well

Hiring. We expanded our team to include a Senior Program Manager for ProInspire Fellowship and Alumni Engagement, and a Program Director for Diversity, Equity, and Inclusion. We also engaged consultants to support us with projects, programs, and fundraising.

Systems capacity. We implemented a Salesforce-based contact management system, launched Asana for task management, and redesigned financial processes to increase efficiency and communication.

Organizational development. We defined organizational values, expanded employee benefits, and began development of an employee handbook to better support our growing organization.

What We Can Improve

Organizational structure. We need to restructure our team and expand capacity to align with the Bold Goal and strategies.

Integration of new systems. We have started using Salesforce and Asana, but more commitment is needed to fully integrate them into our daily work.

2017 Key Goals

- Fully **integrate Salesforce** and other key systems.
- Finalize **organizational structure**, define staffing needs, and hire accordingly.
- Implement new **financial management processes**.

WASHINGTON DC PARTNERS



WASHINGTON DC PARTNERS



SF BAY AREA PARTNERS



SF BAY AREA PARTNERS



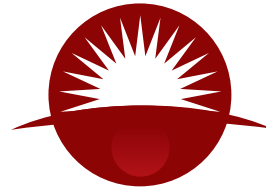
PHILADELPHIA PARTNERS



Big Brothers Big Sisters



United Way of Greater Philadelphia and Southern New Jersey



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