

2020 Impact Call



March 11, 2020

Agenda

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Lessons from our First Ten Years

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2019 In Review

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2020 Plans and
Priorities

4

Questions and
Discussion

Our Team



Monisha Kapila,
Founder and CEO



Kerrien Suarez,
EiC Executive Director



Kristen Lucas,
Director



Bianca Anderson,
Director



Ashlynn Polanco,
Program Manager



Kate Loving,
Senior Associate

Looking back on 10 Years



In 2019, we updated our theory of change



Vision

ProInspire envisions an equitable and just society: free of systemic oppression where all people thrive.



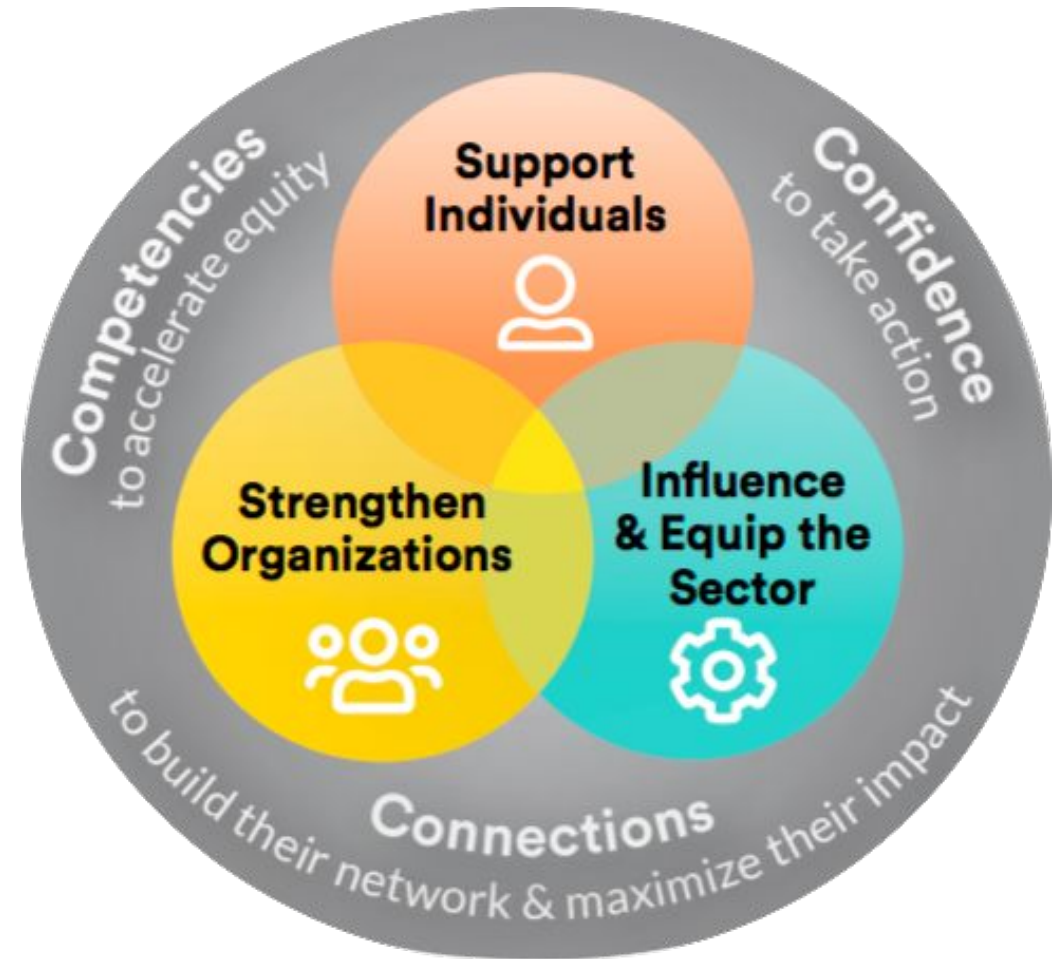
Mission

ProInspire activates leaders at all levels to accelerate equity at the individual, organizational, and systems levels.



Bold Goal

ProInspire's bold goal is for social sector leaders at all levels to have the competencies, confidence, and connections to accelerate equity.



This was informed by our Race Equity Journey

	Internal	External
2015	Participated in AECF Talent Pipelines Strategy & Learning Lab	
2016	Engaged Ericka Hines to support our work Began to disaggregate data	Published op-eds about #OscarsSoWhite Launched Equity in the Center (EiC)
2017	Race Forward staff + board training	EiC hosted working sessions
2018	Developed Race Equity through Leadership program to support our staff and board with advancing race equity, resulting in: <ul style="list-style-type: none"> • Board and Staff assessed ProInspire at “Woke” stage of RE Cycle • Updated theory of change to clearly address equity • Defined organizational values • Developed staff job levels, compensation ranges, benefits • Engaged board in full-day retreat focused on race equity 	EiC published “Awake to Woke to Work”
2019	<ul style="list-style-type: none"> • Deepened analytical frame around structural racism through staff trainings with Crossroads and Racial Equity Institute • Restructured team to create space for more team members with race equity facilitation experience • Updating hiring process to address bias, lived experience • Board approved participatory decision-making process to determine next steps for Equity in the Center 	Began updating our programming: <ul style="list-style-type: none"> • Made program shifts to M4S/PLI to more clearly incorporate equity • Expanded support for nonprofits with learning community and REL program • Launched cohort programs focused on staff/Board teams advancing race equity

Key elements in our internal equity work

Case Making

Clarify and communicate case over and over

Internal Alignment

Where are we today, shared definitions

Capacity Building

Training, understanding structural racism, affinity spaces

Shared Visioning

Where are we going (e.g. values, DEI statement, strategies)

Sharpen Race Equity Analysis

Disaggregate data, root cause analysis, race equity impact assessments

Results:

Culture Shifting (norms, practices, behaviors)

Staff Evolving (people leave and join as they see alignment)

Relationships Deepening









Practices, Strategies, Programs Changing

Sources: Experience, AECF Race Equity Inclusion and Action Guide, Equity in the Center

5 Key Lessons Over the Past Decade

- > Be intentional about setting the stage for learning and growth
- > Get clear on how organizational change happens
- > There is power in collaboration
- > What it takes to build community
- > Making difficult program decisions

1. Be intentional about setting the stage for learning and growth

	 DESIGN FOR INTERACTIONS	 INCREASE SELF-AWARENESS	 VARY THE MODES OF LEARNING	 CREATE COMMUNITY	 COMMIT TO ACTION
 GOAL	Define program goals and the arc of learning, ideally with participant input	Emphasize self-awareness as a core element of advancing leadership and equity	Design the program so that all voices can contribute, and knowledge of the room is uplifted	Create space for people to build relationships, which is frequently the most valuable aspect of any program	Ensure individuals make and share action commitments to support them in moving from learning to action
 APPROACH	Consider how trainings, assessments, retreats, and coaching can support goals	Include time for individuals to explore and share their identities, values, and personal mission	Vary activities with individual reflection, small group discussions, and interactive activities	Create the conditions for a group to form a community through check-ins, shared agreements, and informal interactions	Build in time to reflect, set goals, and define timelines
 WHERE WE WANT TO GROW	Bring more opportunities for heart and body into the learning process	Create a self-assessment based on the ProInspire Leadership Model (in development)	Identify tools and frameworks that are not based on white dominant culture norms for leadership	Support communities to self-organize for continued engagement	Create more opportunities for coaching to support follow-through

2. Get clear on how organizational change happens

- > Culture is key
- > Change is a journey
- > Young leaders are pushing for change
- > Senior leaders must champion change



3. There is power in collaboration

- > We have deepened our work in collaborations by:
 - > Knowledge sharing
 - > Co-creating programs
 - > Field building
- > In the future we plan to:
 - > Invest time in building relationships
 - > Align on and invest towards shared result with partners
 - > Maintain transparency and authenticity to build trust

Equity in the Center

- Launched with AmeriCorps Alums, ProInspire, and Public Allies in 2016
- Became project of ProInspire in 2017
- Preparing to spin-off in 2020

Impact Fellowships Summit

- Launched with Atlas Corps, ProInspire, and Public Allies in 2016
- Spun-off to Irex in 2018

4. What it takes to build community

- > Trust is essential for a community to thrive
- > Goal- Setting should be a shared and transparent exercise
- > Community cannot thrive without resources

ProInspire Leadership Network

- Started as a small and tight-knit group of alumni from Fellowship program now includes 700+ Network members from several programs
- Self-organizing body
- Various areas of focus and activities
- ProInspire Network Leadership Council- 15 individuals who serve the community for a 12-month tenure

5. Making difficult program decisions

> Difficult Program Decisions

over the past 10 years:

- > Sunset of ProInspire Fellowship
- > Shift in Managing For Success (M4S)
- > Spinoff of the Impact Fellowships Summit

Strategic Planning and Program Evaluation Questions

- What is the program's impact?
- Does it still meet the needs of participants and the sector?
- Does it align with our strategic focus and move us towards our vision?
- Are we able to generate enough revenue to support it through grants and fees?

Suggestions for how to manage program changes

- Stay flexible, open, and objective
- Acknowledge transitions and celebrate achievements
- Involve those most impacted in the decision
- Programs can, and often do, fail

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2019 focused on rolling out our updated Vision, Mission, and Strategies



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Key Considerations



Focus on Equity



“Leader” does not equal positional authority



Levels of change

We spent time clarifying how we want our work to evolve and how to pay for it



This was supported by institutional and individual fundraising



...and over 80 individuals who donated \$90,000 to support our work

2019 Points of Celebration



Shifted open enrollment programs model to align with new strategies & maturing organizational costs



Expanded custom programs and services for nonprofits and foundations



Increased engagement of individuals and organizations through Anniversary activities



Defined next steps for Equity in the Center

Shifted open enrollment programs model to align with new strategies & maturing organizational costs

- > Shifted Managing for Success to ProInspire Leadership Institute model
 - > Decreased costs for managing the programs
 - > Increased access and convenience for participants
- > Created space to develop new open enrollment programs in 2020



Expanded custom programs and services for nonprofits

Services for Nonprofits

- > Workshops
 - > ProInspire Leadership Institute
 - > Race Equity Leadership program
 - > Custom designed sessions
- > Retreat facilitation
- > Coaching
- > Learning community for HR/DEI leaders



2019 ProInspire Nonprofit Partners



Example: Communities in Schools



- > Supported Senior Leadership Team with multiple retreats
- > Facilitated courageous conversations for staff retreat
- > Trained entire staff with 2-day Race Equity Leadership program

Expanded custom programs and services for foundations



BILL & MELINDA
GATES foundation

- > **ProInspire Fellowship in Digital Finance** – near completion of program placing fellows at 5 USG agencies



THE
KRESGE
FOUNDATION

- > **ProInspire Leadership Institute** – since 2016, reached 334 individuals from 160+ orgs in 6 cities
- > **FUEL Board/Staff Race Equity cohort** – in partnership with Change Elemental and Crossroads, 10 orgs



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MEYER
FOUNDATION

- > **DC Region Board/Staff Race Equity cohort** – in partnership with BoardSource, Building for Mission, V. Walker, 8 orgs

Increased engagement of individuals and organizations through Anniversary activities

Reached 500+ people through:

- > 10 Year Anniversary Summit
- > Webinars
- > Alumni events in DC, SF, NY, Boston
- > Giving campaign raised \$90,000



Defined next steps for Equity in the Center

Strategic Inquiry Process

Partnered with Luminaire Group to explore:

- > What are EIC's key areas of intended impact?
- > How do those inform value proposition, strategic direction, governance structure and sustainability?

Key Findings

- > Sense that EiC is in midst of their "15 minutes of fame"
- > Importance of EiC making their next move strategically
- > High level of variance in perceptions about the appropriate role and value of EiC

Defined next steps for Equity in the Center

- > ProInspire Board approved a stakeholder decision-making process for EiC next steps
- > EiC engaged various stakeholders who have been involved with the project through a series of meetings
- > Stakeholders approved the decision that EiC should spin-off in 2020

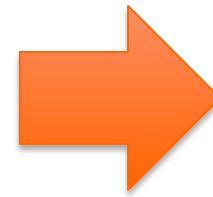
EiC: The Road Ahead

- > Continue EiC convenings
- > Woke@Work blog series
- > Disseminate race equity resources
- > Engage community of race equity practitioners



Overall Challenges in 2019

- > Staff capacity was strained due to business model shifts and changes in team
- > Did not adequately plan for staff time spent around 10 Year Anniversary activities and our ongoing race equity work
- > Collaboration projects were more time consuming than expected



Limited time for connection and shared learnings

Pushed out timing to publish leadership competency model

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2020 Goals

Support Individuals

- Refine ProInspire Leadership Institute (PLI) open enrollment program
- Launch Race Equity through Leadership Institute (RELI) open enrollment program
- Continue to provide Coaching for Impact
- Increase engagement with ProInspire Leadership Network

Strengthen Organizations

- Expand work with grantee cohorts for Foundations:
 - Board/Staff teams to advance race equity
 - Supporting CEOs of color
- Deepen partnerships with Nonprofit Partners through:
 - Standard Workshops from PLI, RELI
 - Retreat Facilitation
 - Coaching
 - Competency Model
 - Learning Community

Influence & Equip the Sector

- Publish “Leadership Guide for Inclusion and Impact”
- Transition Equity in the Center
- Close out ProInspire Fellowship in Digital Finance

Race Equity Leadership Institute will draw from curriculum we use with organizations

Personal

- Look inward to own identities and experiences.
- Build foundation for ongoing internal work and shared knowledge and language for team.



Interpersonal

- Talk about race, engage in courageous conversations.
- Identify what dominant culture looks like and tools for codifying equity work long-term



Organizational

- Apply equity lens to assess impact of strategies from planning to actions.
- Set goals/strategies for embedding equity across the organization.



Leadership Guide for Inclusion and Impact

	Leadership of	Self	People	Organizations	Systems
Leadership at	Individual	Active Learning	Lifting People (Voices)	Dynamic Problem Solving	Systems Thinking
	Interpersonal	Emotional Agility	Building Relationships	Navigating Multiple Perspectives	Aligning Values
	Institutional	Intentionally Adapting	Developing Shared Vision	Shared Decision Making	Innovation and Change
	Ideological	Sense of Identity	Cultural Awareness	Fostering Inclusive Environment	Reimagining the Sector

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How you can support us

- > Spread the word about enrolling in **ProInspire Leadership Institute, Race Equity through Leadership Institute, and Coaching for Impact**
- > Recommend nonprofit and philanthropic partners for **custom programs and services** (workshops, coaching, retreats)
- > Share resources from Equity in the Center's **Woke @ Work** site
- > Support our **fundraising goals** through individual gifts and introductions to foundations