

AMERICA'S
PROMISE
ALLIANCE

Strategic Plan Preview

2022-2026 Strategic Plan

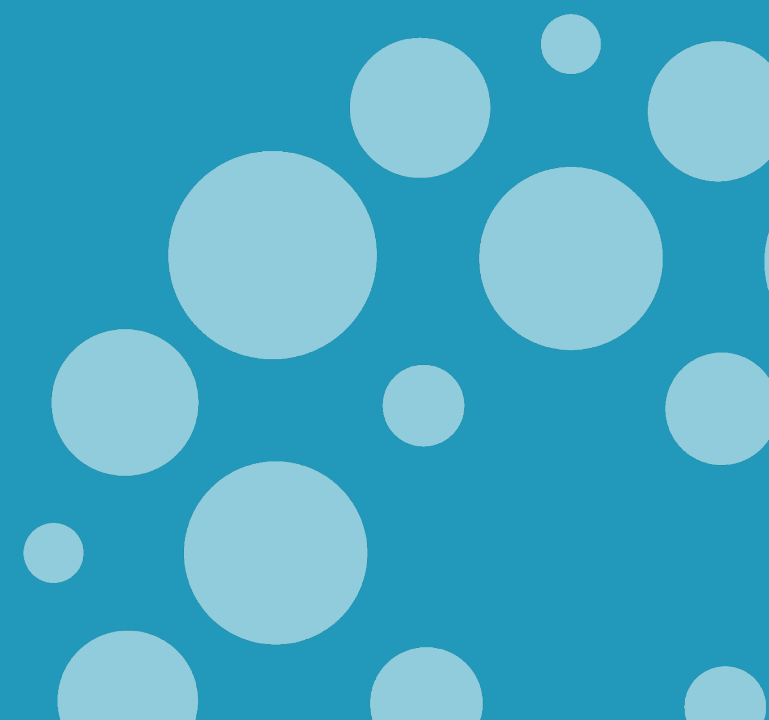
Overview

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1. Executive Summary
2. Challenge & Opportunity
3. Community Design
4. Alliance Programming
5. Issue Areas
6. Measuring Success



Executive Summary



In Our 25th Year, A New Chapter



In its first 25 years, America's Promise Alliance has been a pioneer in collective impact, mobilizing hundreds of organizations around the most important issues facing young people and achieving outcomes at national scale. This year, America's Promise is defining its next chapter and a comprehensive 2022-2026 strategic plan.

This new strategy has been designed in partnership with 180+ youth-supporting organizations and repositions APA to best meet the needs and aspirations of our field during this consequential moment. The core of this strategy is our efforts to comprehensively reimagine our Alliance community.

Our "reimagined Alliance" defines a new methodology for organizations, leaders, and the field to collaborate and support one another. It focuses our efforts on strengthening the field's response to the urgent and interconnected challenges young people are facing, in light of all of the disruption and hardship we have experienced in the last two years.

At maturity, our reimagined Alliance will reach hundreds of organizations and thousands of leaders, supporting millions of young people annually. APA will serve as the steward of this powerful community, ensuring that our collaboration and efforts translate to concrete, measurable, and transformative change for the young people we support, the institutions designed to provide that support, and the leaders that drive these efforts.

Our reimagined Alliance launches in the summer of 2022, enrolling ~50 organizations and 250 leaders. Our focus in 2022 includes founding member recruitment and onboarding, program design and implementation, launching our first collective national research, and selecting our first set of systemic change issue areas.





Our Challenge

A time of massive disruption has created generation-defining challenges for young people and, therefore, for our country. **We face profound challenges in education, in our workforce, and in our democracy.**

Thousands of nonprofit organizations are all working towards a set of shared goals in each of these areas, doing incredible work in communities across the country.

But the depth of these challenges requires a larger and more aligned response. If our efforts remain individual and siloed, we will not rise to meet the challenges of the moment. If those efforts are aligned and amplified, we have a chance of leveraging a time of disruption and innovation to do something special.

Our Opportunity

The disruption of the last couple of years has also changed dynamics in the nonprofit sector. **There is a deep desire for a more collective and aligned action among nonprofit leaders and organizations.**

We are in a moment where no one organization feels as if, “they have it all figured out.” There is a desire to be in authentic and effective community with other leaders and organizations wrestling with the same questions. There is appetite for a new way of working together, one that is truly responsive to what organizations say they want and they need, one that taps into the collective wisdom and power that already exists in our field, and one that centers young people and communities in the work and in the solutions.

We are responding to this desire by launching our reimagined Alliance community. We realize the essential role an independent entity must play to design, launch, and steward this new community, to ensure its vitality and efficacy. America’s Promise will lead this community design and stewardship.



A Reimagined Alliance



Our reimagined Alliance brings the most inspiring youth-supporting organizations and leaders into authentic community with one another and fosters a commitment of radical support among leaders and organizations.

Our Alliance is an independent, **“by us, for us” practitioners’ community** that leverages the collective wisdom and collective power that exists in our field to address the most important issues facing the next generation.

We work together to **strengthen our individual organizations, to launch new collaborations, and to build powerful coalitions in pursuit of systemic change.**



Alliance Founding Community



Some of the best nonprofit organizations in the country have joined us in this effort. Our founding community serves millions of young people annually, controls hundreds of millions of dollars in annual spending, and employs thousands of nonprofit professionals.



A Local-National Network

We grow our community by recruiting (1) national nonprofits working in multiple communities across the country and (2) by establishing “Partner Cities,” where we enroll concentrations of local organizations.

National Nonprofits

Our community includes some of the most successful and innovative national nonprofits in the country, both direct service providers and advocacy organizations, working to drive innovation and outcomes in education, workforce, and democracy. These national nonprofits give our community scale, multi-region perspective, and access to national changemakers and investors.

Partner Cities

Our community also includes the local and more proximate organizations that have not historically had the same access to national networks and supports. To identify and enroll local organizations, our Alliance creates “Partner Cities” and enrolls 10-30 organizations from each Partner City. Partner Cities allow us to impact outcomes in local communities, where the most impactful change often happens.

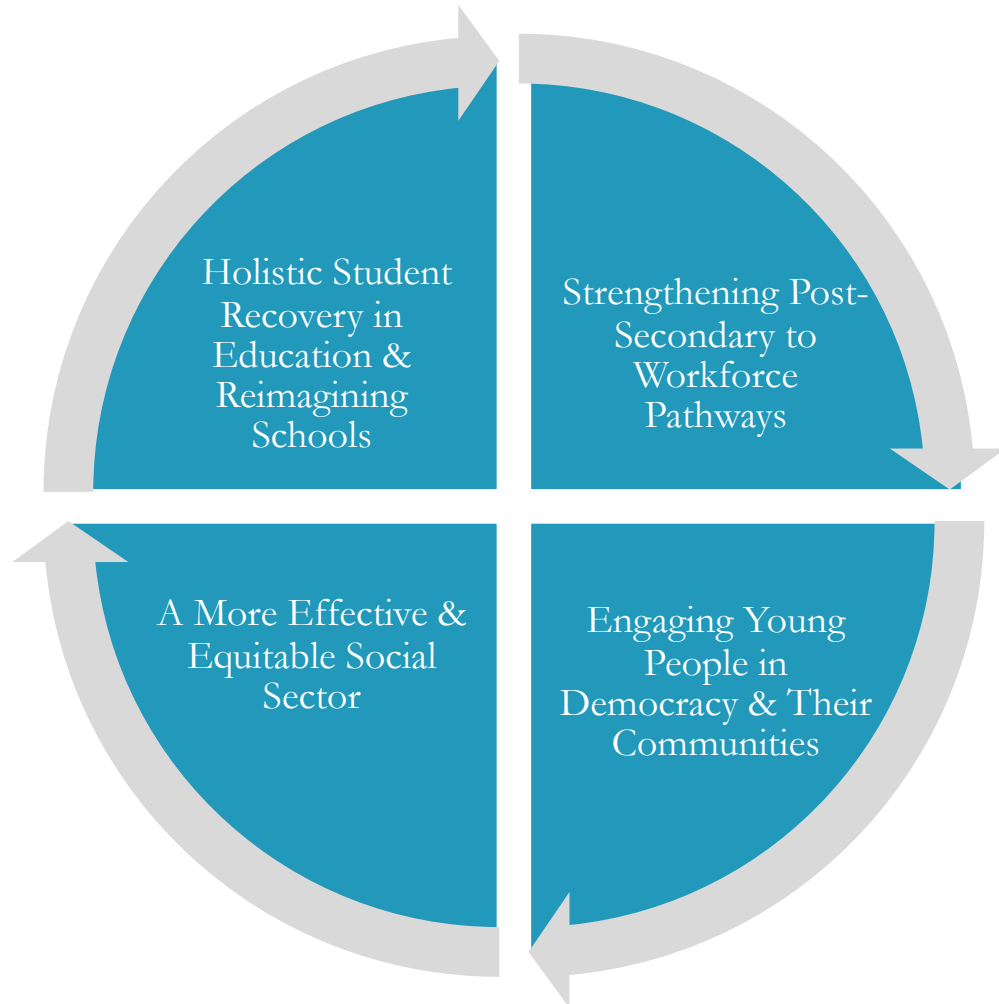
Stronger Together

Our hybrid local-national network allows local and national organizations to learn from one another, it allows organizations in one geography to learn from the dynamics in similarly-sized communities, and it allows our Alliance to pursue collective impact initiatives at both the local and national level.



Our Issues

The focus of our collaboration as a community will be on four interconnected areas that will play an outsized role in shaping outcomes for young people and for our country.



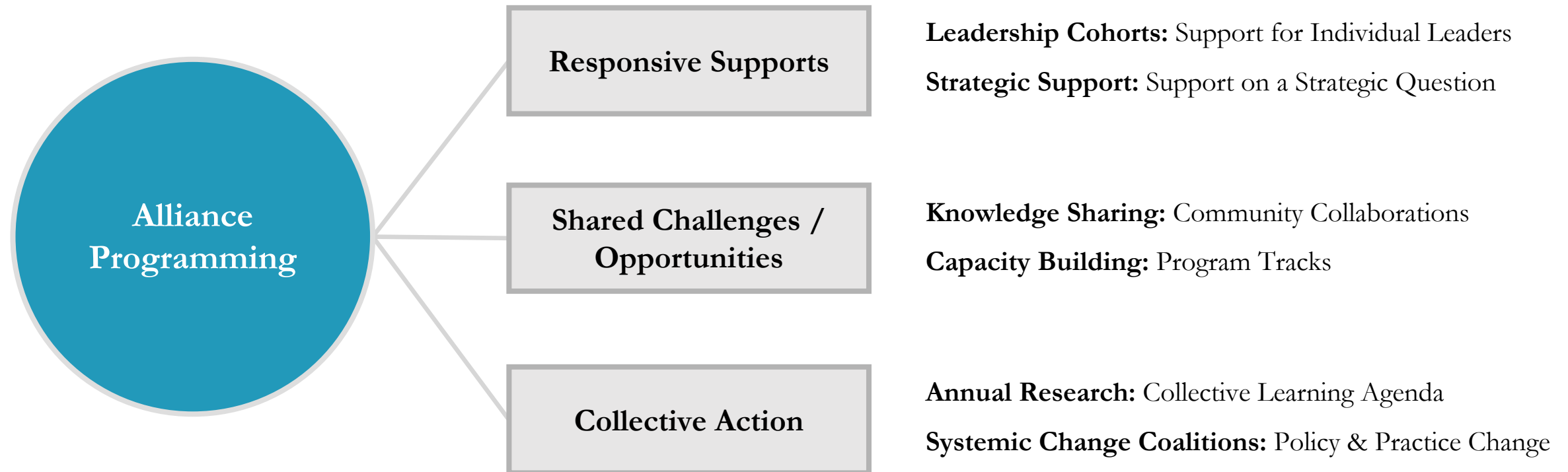
In each of these four areas, we will –

- (1)** Work to strengthen organizations and launch new collaborations among organizations to meet the deep and urgent needs facing young people right now.
- (2)** Build coalitions focused on changing the policies and practices that can define new trajectories for future generations.

Programming



Our ambition is large, but our approach is intensely practical. Alliance programming structures all collaboration and interaction in our community. We offer programming responsive to individual organization's needs, programming focused on the community's most important shared challenges and opportunities, and programming to structure our collective impact work.



We designed this community based on feedback and insights from 180 of the top youth-supporting nonprofits in the country

We asked every organization 2 fundamental questions –

- (1) How do you understand the dynamics of the moment right now and what support do you need?
- (2) Our organizations pursue a set of shared goals on behalf of the communities we support. What do you think has held us back historically from greater coordination, collaboration, and collective action in pursuit of those shared goals?

5 insights from the field informed the design of our reimagined Alliance community

Organizations Wanted

- (1) An independent, “by us for us,” practitioners’ community that de-centers philanthropy as the primary field builder and convener
- (2) A community that includes a broader range of leaders from my organization, not just the CEO.
- (3) A single community that helps me with my most important priorities, while also providing opportunities to join coalitions in pursuit of systemic change.
- (4) A community that includes organizations working on a broader set of outcome areas.
- (5) An action-oriented community with rigorous programming to structure our collaboration together

Key Differentiator

In response to what we learned, and a key differentiator from other offerings: our community provides a single place for both organizational improvement and collective action.

Our work begins by leveraging the collective wisdom of our community to provide support around the most important needs of our member organizations (Level 1). We begin by responding to our members' priorities and come together to help each other improve.

In the process of our organizational improvement work, we **build relationships, establish trust, and develop the mindsets and infrastructure necessary for effective collaboration.** Level 1 establishes a strong foundation for the Level 2 collective action from our community.

Our collective action work is stronger because it is building from an active and authentic community. Together, we give the field a single, continuous community to invest in. That investment allows us to be a community that becomes more powerful and more impactful over time.



Impact



Our community is designed to impact outcomes at 3 levels, across a set of shared metrics that are co-created by our member organizations.

Levels of Impact

Individual Organizations: Through programming designed to help organizations improve, member organizations will increase impact across a set of shared metrics.

Local Impact in Partner Cities: Through deep integration in APA partner cities, we will move the needle on these shared metrics in select communities across the country.

National Policy & Practice Change: Through the work of Alliance systemic change coalitions, we will change policies and practices that have the opportunity to impact outcomes at scale.

Metrics

Holistic Student Recovery in Education

- Academic recovery & achievement; closing achievement gaps
- Student wellbeing, engagement, satisfaction
- Efficacy of new school practices and nonprofit-school partnerships

Postsecondary – Workforce Pathways

- Postsecondary enrollment and completion
- Workforce readiness and employer innovation for early career professionals
- New postsecondary-nonprofit-employer partnerships and innovation

Democracy & Civic Engagement

- Democratic participation among young people
- Civic engagement as a lever for improving outcomes in local communities
- Service as a pathway to employment and postsecondary education

Measurement



Below is the framework we will use to measure the impact and efficacy of our community.

Outcome Areas

**Community Vitality,
Composition & Growth**

**Organizational
Improvement**

**Efficacy of Collective
Action**

**Field-Building
Contributions**

Impact Measures

(1) Member satisfaction & engagement; **(2)** Community composition; **(3)** Membership growth & retention; **(4)** Partner City growth & sustainability

(1) Member organization growth and outcomes improvement; **(2)** Member feedback on community impact; **(3)** Efficacy of Alliance programming; **(4)** Progress against organization-level shared metrics

(1) Win/loss record of systemic change coalitions; **(2)** Reach & impact of annual research; **(3)** Efficacy of new collaborations; **(4)** Progress against Partner City shared metrics

(1) Development of smaller & more proximate organizations; **(2)** Quality & quantity of support and sharing among organizations and leaders; **(3)** Efficacy of community & practitioner-centered learning

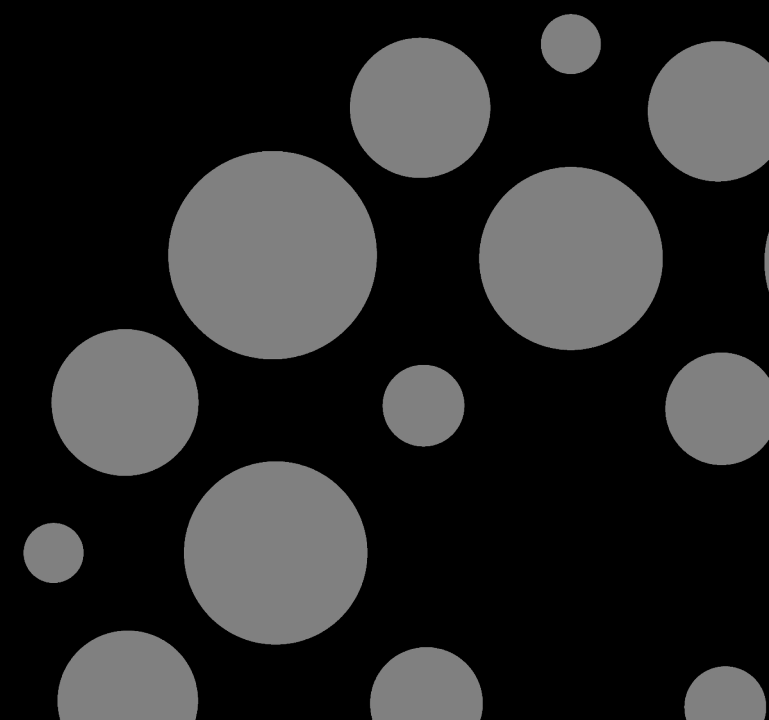
From Our Community



“Americas Promise has a unique ability to lead the field of advocacy, racial equity, and system change indicators. I look forward to compiling resources to support these needs across colleagues in the movement.”

Rey Saldana, Communities in Schools
President and CEO

Challenge & Opportunity



On the Frontlines

The organizations in our community are on the frontlines supporting young people through a time of historic disruption and challenge. This includes the challenges and hardship brought on by the pandemic, the intersecting crises taking place in our schools and our workforce, the impacts of isolation, stress and loss on young people's mental health, the fight for racial and social justice, and a deteriorating trust in the stability and efficacy of our institutions, leaders, and common civic purpose.



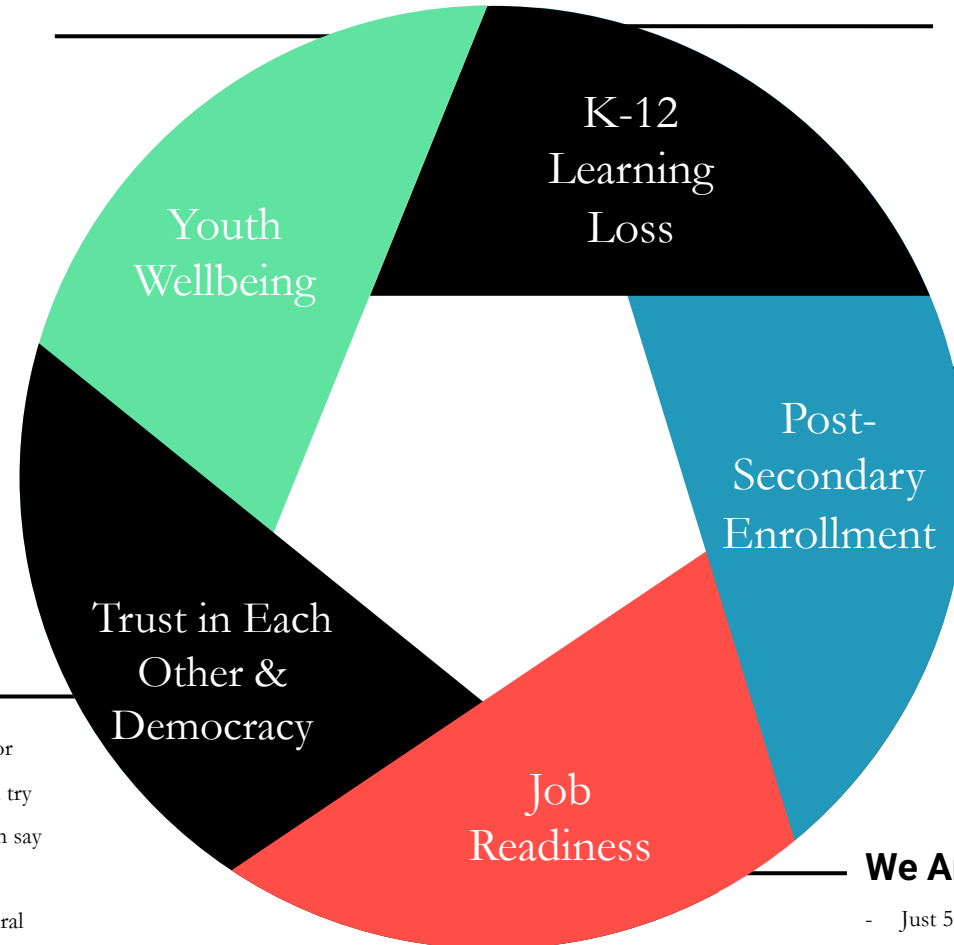
Intersecting Challenges

Surgeon General Declares Youth Mental Health Crisis

- 44% of high school students felt persistently sad or hopeless during the past year
- 175,000 young people lost a parent or caregiver in 2021
- 29% reported a parent or caregiver lost a job
- 18.8% of adolescents seriously considered suicide
- 88% of public schools did not feel they could effectively provide mental health services to all students in need
- Only 15% of educators said they felt comfortable addressing grief or trauma tied to the pandemic

A Skeptical Generation

- 73% of U.S. adults under 30 believe people “just look out for themselves” most of the time; 71% say most people “would try to take advantage of you if they got a chance,” and six-in-ten say most people “can’t be trusted.”
- Just one-quarter of adults ages 18-36 said they trust the federal government.
- Research indicates that individuals who experience epidemics in their impressionable years (ages 18 to 25) display less confidence in political leaders, governments, and elections.



Pandemic Disrupts K-12 Education

- Estimates suggest that as many as 3 million students across the country went “missing” from schools in 2021.
- Remote schooling contributed to 13 – 22 weeks of learning loss for students; racial gaps widened – Black and Hispanic students lost 4-5 more weeks than white students.
- Schools are struggling with teacher shortages while they work to help students recover academically

College Enrollment Plummets

- Preliminary data indicate that total postsecondary enrollment in Spring 2022 fell to 16.2 million; this would be a 14.7% decline from Fall 2020.
- College enrollment peaked in 2010 at 21.02M. Since 2010, enrollment has declined 9.6%.
- In fall 2020, 20.7% fewer students than in 2019 enrolled directly in college from high school, and more than one in four students enrolled in college in 2019 did not return the following fall.

We Are Not Preparing the Next Generation for Today’s Jobs

- Just 5% of U.S. adults say high school grads are very prepared for success in the workplace; 13% say the same about college graduates.
- In 1978, 58% of 16-19 year-olds had a paid summer job. By 2017, only 35% reported having a summer job. 80% of 18-21 year olds were working in 1968; 58% in 2018.
- Since the beginning of the pandemic, job postings for entry-level positions that require a bachelor’s degree fell by 45%; employers looking for real world skills.

At the Intersection

You cannot deal with any one of these challenges in isolation.

The breakthrough innovations may be at their intersection.



Why Now? Why Us?



Why Now?

In times of great uncertainty, there is an even greater need to speed up our learning cycles, for more innovation, and for more aligned and collective action. **It is not a time for business as usual.** Our member organizations are asking for the opportunity to figure out what's needed and coordinate our response with the other organizations and leaders most proximate to the challenges and opportunities of this moment.

Why Us?

While this shared learning and aligned action is essential, it does not happen on its own. **It takes serious intentionality, design, and stewardship.** Our reimagined Alliance community seeks to provide the infrastructure and stewardship necessary to ensure effective sharing and collaboration among youth-supporting organizations at national scale. This work builds off of APA's 25-year history of collective impact and bringing organizations and leaders together.

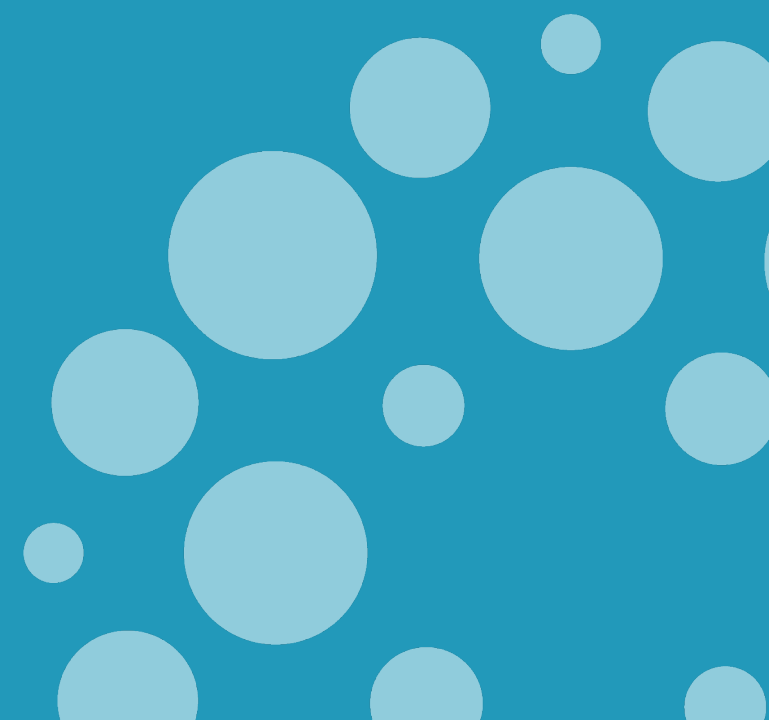
From Our Community



“This is a great opportunity to be in conversation and coalition with youth-supporting organizations outside our familiar group of education advocacy groups. We knew it before, but the pandemic has made it even more clear that to truly help students live up to their aspirations, we must address systemic barriers in all aspects of their lives.”

Robin Harris, Education Trust
VP of Communications

Community Design



We designed this community based on feedback and insights from 180 of the top youth-supporting nonprofits in the country

We asked every organization 2 fundamental questions –

- (1) How do you understand the dynamics of the moment right now and what support do you need?
- (2) Our organizations pursue a set of shared goals on behalf of the communities we support. What do you think has held us back historically from greater coordination, collaboration, and collective action in pursuit of those shared goals?

We Believe: If you want to foster coordination and collaboration, you **build relationships**. If you want to strengthen a field, **create an authentic community** dedicated to helping each other.

Our Learning Informed the “What,” “How,” and “For What”

What

Build a new community of the leading youth-supporting organizations working in education, workforce, and civic engagement.

Comprehensively reimagine the “Alliance” in America’s Promise Alliance, to best respond to the challenges and opportunities of this modern moment.

Build and steward a reimagined Alliance community

How

Design the community in a way that:

- (1) Is responsive to what organizations say they want and need and;
- (2) Incorporates learning from past collective impact efforts that have fallen short of their potential.

Use 5 key insights from our listening tour to inform our community design

For What

Focus the community on the issues that will define opportunities and outcomes for this generation of young people, and therefore, for our country.

Focus on issues too big for any one organization to tackle on its own, issues ripe for change and innovation over the course of this next five years, and issues whose intersection provides interesting opportunities for impact.

Organize our community and collective impact work around four powerful issues areas

How: What Organizations Wanted

The How

5 insights from the field informed the design of our reimagined Alliance community



A More Independent Community



What We Heard

De-center philanthropy as the primary field builder

“Philanthropy is the primary convener and field builder in our sector. No matter how much I appreciate my funders, there will never be enough candor in those spaces for me to bring the issues I am most struggling with and worried about. I want a more independent community. A by us, for us practitioners' community with the same convening power, but with more intention in its design and more candor than I have found in other spaces.”

What We'll Do

Build and steward this independent practitioners' community

Include More Leaders



What We Heard

It's only CEOs that get invited to these collective action tables

“The fact that we only invite CEO’s to these collective action tables is such a massive bottleneck for all of the learning and sharing and collaboration that could take place among our organizations. And it does not allow us to intentionally invest in that broader bench of leaders.”

What We'll Do

Include 5 senior leaders from each member organization

Org Improvement + Systemic Change



What We Heard

I want to be a part of a community that starts by helping me with my priorities

“Every time you get us together to do something collectively, it is always about doing something new. It is never about my priorities and what I am trying to get done this year. On a strategic level, we are missing organizational improvement as this massive lever for improving outcomes for the millions of young people we collectively serve. On a more practical level, I want to be a part of a community that starts by helping me with the most important stuff I am trying to get done, but taps into the collective wisdom that exists across lots of other orgs and leaders in order to do that.”

What We'll Do

Be a single community that combines organizational improvement and systemic change work

A Broader Set of Outcome Areas



What We Heard

I want a community that encompasses more diverse outcome areas

“We know young people’s lived experiences are at the intersection of multiple outcomes, but too often in our sector we organize in smaller silos. To get to new answers, we need to bring a broader coalition of organizations together.”

What We’ll Do

Include organizations working in a broader* set of intersectional outcome areas

* **Outcome Areas:** Education & Youth Development | Racial & Social Justice | Workforce Development & Economic Mobility | Mental Health & Wellbeing | Civic Engagement & Democracy

An Action-Oriented Community



What We Heard

I want an action-oriented community

“I want a community that is about decisions I am trying to make, things I am trying to do with or for my organization, or collective action we are taking together. I want well-designed programming that makes it easy for busy leaders like me to benefit and contribute.”

What We'll Do

Provide a robust set of program offerings designed to meet the expressed needs of the community

A Local-National Network

We grow our community by recruiting (1) national nonprofits working in multiple communities across the country and (2) by establishing “Partner Cities,” where we enroll concentrations of local organizations.

National Nonprofits

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Partner Cities

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Stronger Together

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Alliance Partner Cities



An essential component of Alliance growth is our place-based, Partner City strategy. APA Partner Cities allows us to consider local context in our collective impact work and allows us to provide support to local organizations, who have not historically had the same access to national networks and capacity building supports.

Partner City Strategy

- We know change happens at the local level and local context informs opportunity and outcomes for young people.
- We also know that local and more proximate organizations, dedicated to serving young people in these communities, have not historically had the same access to national networks and capacity building supports.
- In order to support the development of local organizations, and in order to ensure local context informs our systemic change work, APA is growing its Alliance through a place-based “Partner City” strategy.
- In each Partner City, APA will recruit 10-30 organizations to join its Alliance. Local funder collaboratives support the participation of these organizations.
- APA will also build relationships with government, business, and civic leaders, mobilizing the entire community around our collective action priorities.
- We are seeing strong demand at the local level for our Partner Cities work. We are currently exploring 7 prospects and hope to secure 2-3 Partner Cities within 2022.

Top 2022 Prospects

1. Detroit
2. Atlanta
3. Baltimore
4. Dallas

Alliance Programming Model

America's Promise Alliance facilitates the collaboration and action of a large and impactful national community.

Our Community

Hundreds of organizations and leaders in the field.

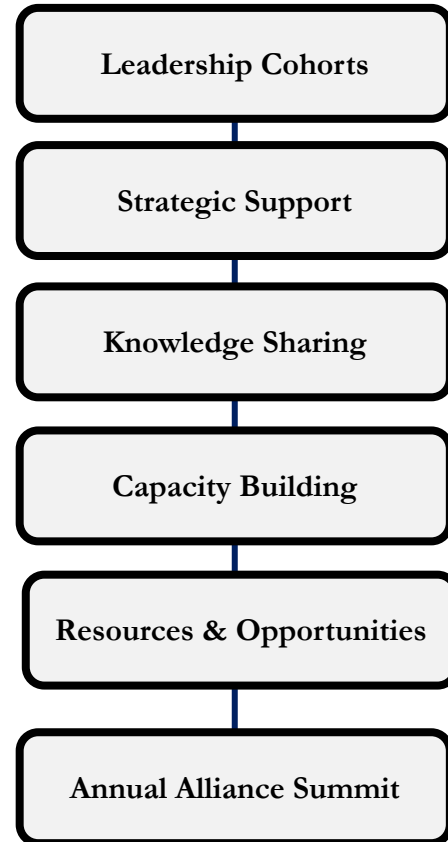
Leaders make a commitment to help each other with the most important issues facing our organizations.

Through helping each other, we will build relationships, trust, and the infrastructure for collaboration.

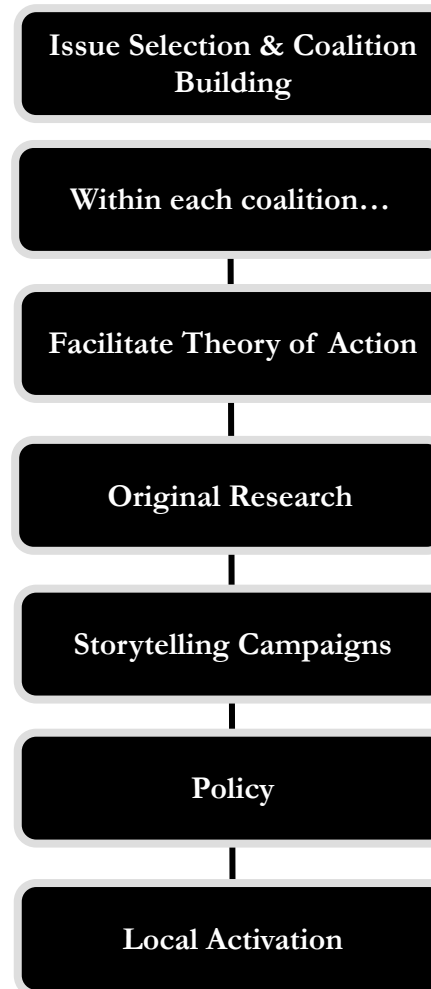
Through the power of our collective perspective, we will identify the most powerful areas for collective action.

Through a strategic and coordinated response, we will drive systemic change on our selected issues.

Level 1 Org Improvement



Level 2 Collective Action



Impact

Level 1 – Improve outcomes and scale reach of member organizations, serving millions of young people annually.

Level 2 – Achieve specific, systemic-level policy and practice change in our selected issue areas.

Overall – Build a sustainable and active community of organizations and leaders that drives greater sharing, learning, collaboration, innovation and equity in the field.

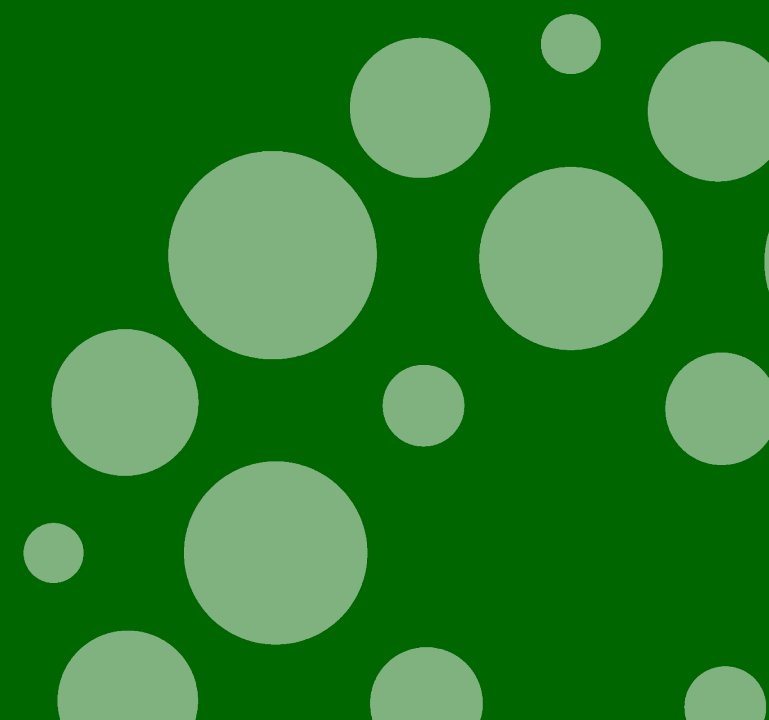
From Our Community



“Creating peer groups/networks like the one offered here allow for the sharing of ideas and the challenging of scarcity and competition mindsets. I am excited to break down barriers between organizations and between departmental divisions. I am hopeful that what will be created in this space will become a laboratory for learning and will strengthen our organizations and movements.”

Ellen Moncure Wong, Food Corps
Chief External Relations Officer

Alliance Programming



Alliance Program Offerings

We offer a robust and menu of programming to our Alliance members.

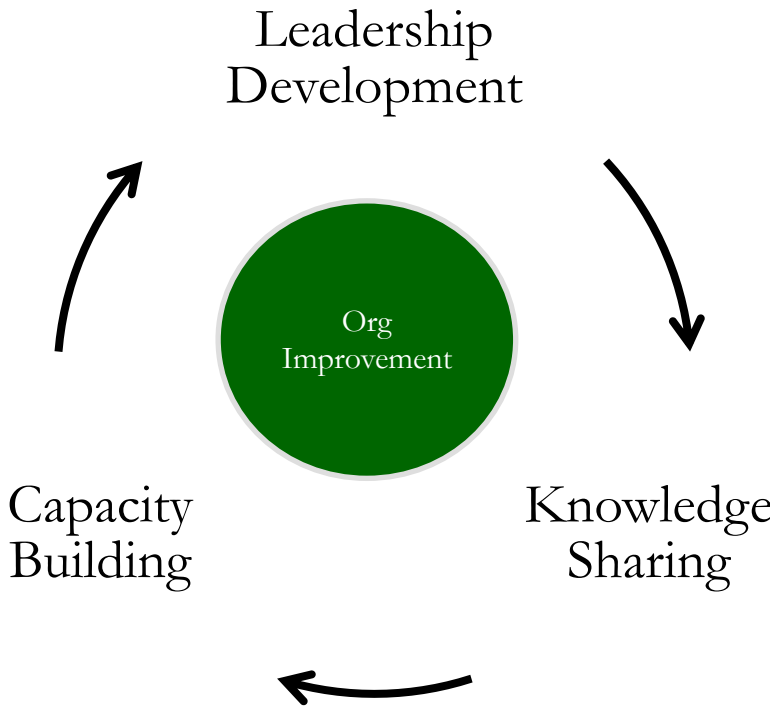
Individual leaders **opt-into** the programming that will add value to them and their work.



Programming Philosophy

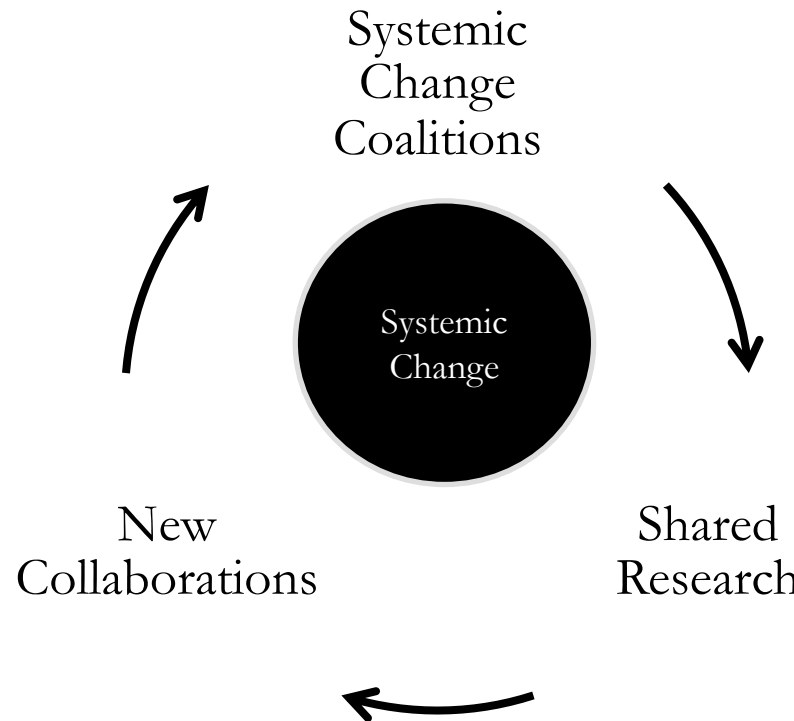
Level 1

L1: Deliver immediate value to member organizations, while building relationships and professional partnerships among orgs and leaders.



Level 2

L2: Leverage relationships and community continuity for more timely, impactful, and transformative collection action.



Relationships

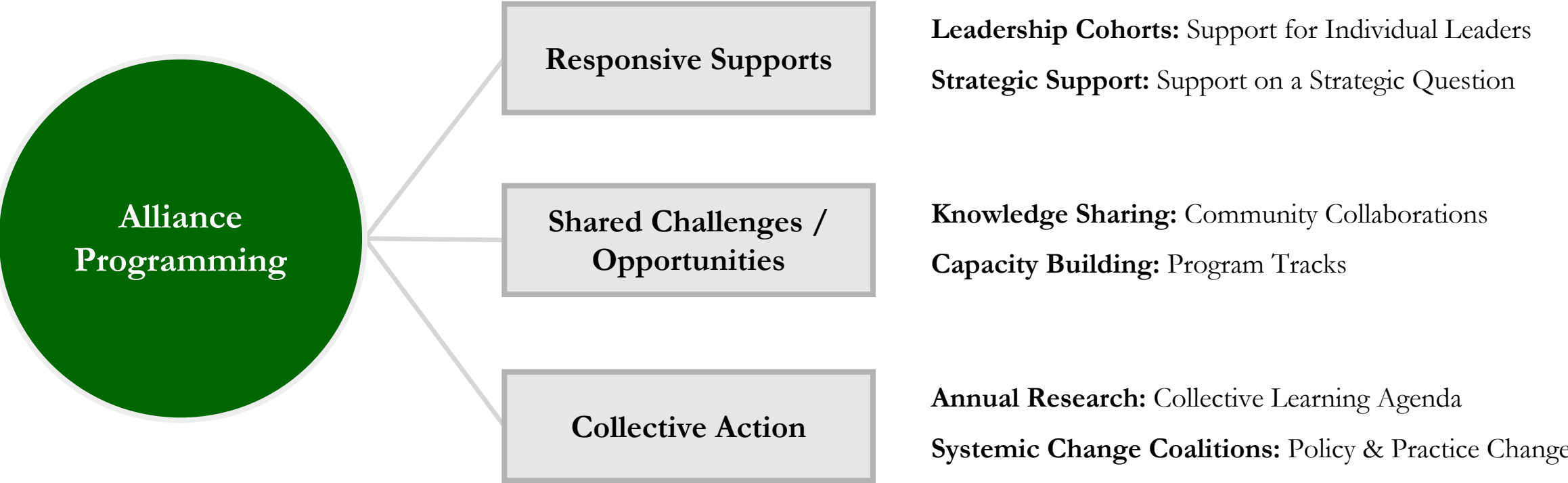
Trust

Habits of Working Together

Program Organization



Our community programming offers: (1) responsive supports that are customized to the needs of each member organization, (2) knowledge sharing and capacity building around the most shared and important issues across member organizations and (3) collective action we are taking together in pursuit of systemic change in our four practice areas.



Programming Overview



01 Leadership Cohorts

2-year cohorts with 10 other leaders who have the same functional role, in organizations of similar size and stage.

02 Strategic Support

Annual opportunity for your organization to receive strategic support from other members of the community.

03 Knowledge Sharing

2-3x a month, knowledge sharing series focused on the most common and important challenges that exist across our member organizations.

04 Capacity Building

Capacity-building workshop series, supported by a field-leading expert, focused on a deliverable you can implement in your org.

05 Collective Research

Annual stakeholder-centric research against a learning agenda co-created by our Alliance community.

06 Systemic Change Coalitions

Each coalition focused on a single policy or practice we are trying to change within our 4 issue areas.

Leadership Cohorts

Leadership cohorts are the relational center of your Alliance experience. **To-date, over 100 leaders have opted-into leadership cohorts.**

Support For Individual Leaders

Leadership Cohorts

- 2 years; monthly meetings
- 8-10 leaders with same functional role & similar org stage & size
- Well-designed cohort model and curriculum structures deep sharing, problem-solving, and content-driven exploration.
- Monthly meetings include:
 - 2x per year deep dive problem solving practicums for each leader
 - Content-driven exploration around leadership development, organizational development, collaborative opportunities, and systemic change
 - Regular updates to deepen understanding of each other and our work



Strategic Support

Many of the challenges we are wrestling with can be powerfully informed by the experience of other organizations and leaders. Alliance Community strategic support provides a venue for organizations to share expertise and learn from one another.

Support For Individual Organizations

Strategic Support

- Each member = 1 strategic question annually
- APA recruits 4-6 other organizations from the community whose experience can inform your strategy
- APA hosts and facilitates a one-time, 3-hour strategy deep dive with all organizations
- APA codifies learnings and facilitates next steps



Knowledge Sharing



Designed to bring leaders together around the most important shared issues across our member organizations, to learn how other leaders are thinking about and responding to issues you are wrestling with.

Community Collaborations

Knowledge Sharing

- 2-3 per month; 25-30 per year
- One-time, 60–90-minute sessions
- Centered on difficult and nuanced conversations, with a more candid and honest accounting from other leaders and organizations.

Topics

- Evolving revenue models
- K12 & higher education partnerships
- Organizational culture
- Advancing equity work within our organizations
- Challenges for first time Executive Leaders
- Evolving program models during and coming out of the pandemic
- Building strategic evidence plans
- Supporting frontline & AmeriCorps staff

Capacity Building



Build intimate cohorts of leaders to design together, facilitated by field-leading experts. Each Program Track ends with a fully designed deliverable to bring back to your organization for implementation.

Program Tracks

Capacity Building

- Program Tracks are designed by field-leading experts
- Multi-month, multi-session design collaboratives
- Intimate cohort of 10-20 leaders
- Designed with a concrete deliverable leaders can bring back to their organizations and implement
- APA raises money to offer this capacity building programs for free to its community

In each program track, you will: learn best practices, design for your organization, get feedback from your peers, iterate on that feedback, and have a fully designed initiative to bring back to your organization.

Program Track Examples

365 Executive Team Competencies for First Time Senior Leaders

Building Strategic Evidence Plans

Evolving Your Revenue Model for Greater Scale

Integrating Authentic Youth Leadership in Your Organization

Evaluating & Evolving Organizational Culture

Developing a Comprehensive Fundraising Playbook

Annual Research

Our Alliance Community collectively defines a learning agenda in our four issue areas. APA conducts stakeholder-centric, national level research against that learning agenda.

Driving the Conversation

Annual Research

- Alliance members co-create a learning agenda and research questions, aligned with our four issue areas
- APA conducts high-quality research
- Our community analyzes the findings, creates a dissemination strategy, and brings the findings to the stakeholders who can most benefit from the insights



Systemic Change Coalitions



Our Alliance will include multiple systemic change coalitions at any given time. Each coalition will be focused on a single policy or practice we are trying to change in our four issue areas.

Systems Change

Systemic Change Coalitions

- Our community identifies the policies and practices most ripe for specific policy & practice change, from our issue areas.
- Once formed, Alliance members have the option of joining the coalition.
- Within each coalition, APA leads and facilitates:
 - Theory of Action development
 - Original research
 - Storytelling campaigns
 - Policy support
- APA manages 2-4 coalitions at any given time.



Systemic Change Coalition Model



Issue Selection

Each year, our community identifies the policies and practices most ripe for change from our four issue areas.

Each coalition is focused on a single policy or practice we are trying to change.

APA manages 2-4 coalitions at any given time.

Issue Areas

Education
Postsecondary to Workforce Pathways
Civic Engagement & Democracy
Effective & Equitable Social Sector

Coalition Formation

Once our issues are selected, community members have the option of joining the coalition in pursuit of that change.

APA also recruits experts, young people, and community members from outside our community to join each coalition.

Coalition Management

Each coalition is supported by dedicated APA staff.

Each coalition is organized around a single policy or practice we can change in less than 3 years.

Theory of Action

Within the coalition, APA facilitates the development of a theory of action, our strategy for achieving our stated change.

The strategy that emerges from the theory of action drives all of our coalition tactics.

TOA Clarity

Our TOA defines strategic clarity and creates operating plans for each coalition.

Defines the localities we are working in and the institutional partners on which we are focused.

Coalition Execution

After the TOA is established, APA facilitates the coalition to execute against their strategy.

APA provides 4 “services” to support the work of each coalition.

Four Services

Original research
Storytelling campaigns
Policy support
Support for local activation

From Our Community



“This community offers a thoughtful and innovative mix of learning, shared action, professional development, and mutual accountability that can help our organizations increase their impact and strengthen individual leaders in how they approach their current work and their overall professional journey.”

Joshua Solomon, Generation Citizen
Chief Operating Officer

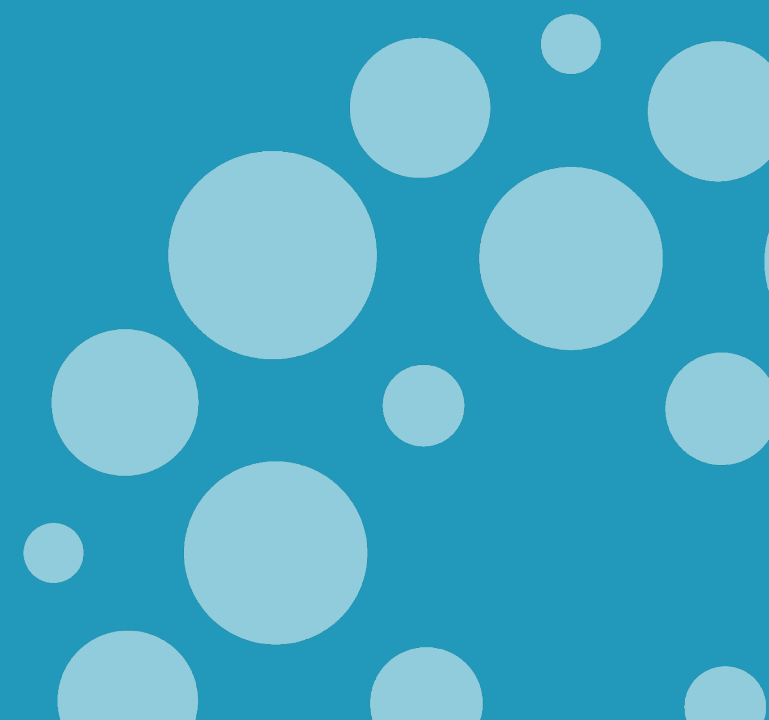
From Our Community



“There are many CEO ‘support groups’ but the organizations represented are not always in the same impact space. This feels unique because all the leaders (CEO and others) are leading organizations that stand with young people and want to advance systems change in this particular space.”

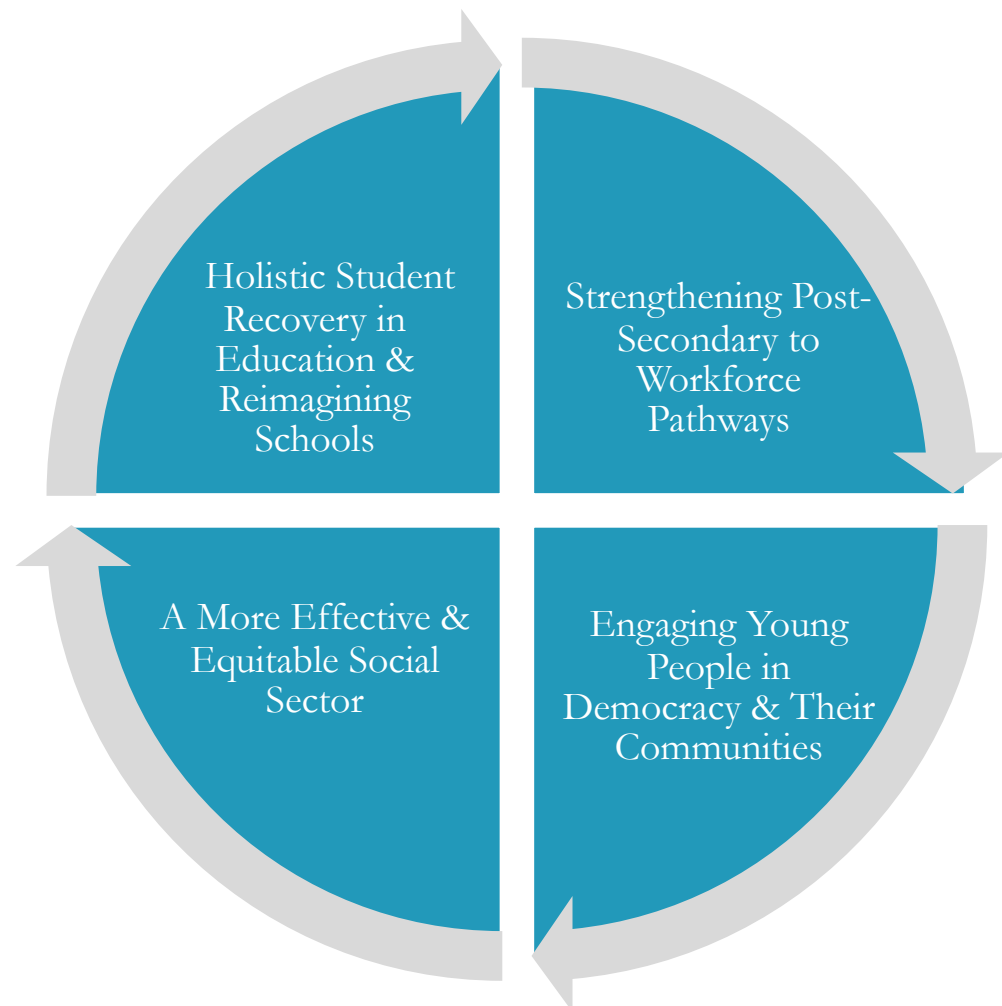
John Valverde, YouthBuild
President and CEO

Our Issues



Our Issues

The focus of our collaboration as a community will be on four interconnected areas that will play an outsized role in shaping outcomes for young people and for our country.



In each of these four areas, we will –

- (1)** Work to strengthen organizations and launch new collaborations among organizations to meet the deep and urgent needs facing young people right now.
- (2)** Build coalitions focused on changing the policies and practices that can define new trajectories for future generations.

Holistic Student Recovery in Education



Holistic Student Recovery in Education & Reimagining Schools

The pandemic and remote schooling has created academic and social-emotional challenges for a generation of students. If those needs are not addressed with urgency, the short-term disruption of the last few years will ultimately become the long-term outcomes for these students. At the same time, an influx of funding and the state of disruption in our schools has created a “once in a generation” opportunity to reimagine how schools can better serve all students. Our community will work to ensure recovery efforts in education support students holistically, complementing academic recovery with a focus on mental health and wellbeing, meeting the social and emotional needs of students, and strengthening the collaboration between schools and non-profit partners. At the same time, we will use this time of investment and innovation in schools to institutionalize these practices in school design to better meet the needs of all students.



Postsecondary to Workforce Pathways



Strengthening Postsecondary to Workforce Pathways

Even before the pandemic, post-secondary education was in a season of disruption and innovation. The pandemic has accelerated this dynamic, as we see historic drops in college enrollment. At the same time, employers are struggling to recruit talent for an evolving workforce and struggling to meet the expectations and needs of a new generation of employees. Without a stronger link between post-secondary preparedness and early employment, we weaken the role education can play as a driver of economic mobility. Our community will support students as they navigate this uncertain landscape over the next five years, while designing new innovations that can help post-secondary institutions and employers evolve to meet the needs of a new generation of jobs and employees.



Civic Engagement & Democracy

Engaging Young People in Democracy & Their Communities

Division and polarization among citizens is growing across the country. We have an urgent opportunity to engage young people in strengthening our democracy and our common civic bond, protecting against the instinct to disengage from so much dysfunction and rancor. This response includes strengthening civic education, the accurate and comprehensive teaching of history in schools, engaging young people in service and in their communities, ensuring the voices of the communities most proximate the challenges we face are centered in our development of policy solutions, and ensuring greater engagement and participation in our democracy, at all levels, among young people. We will work to increase and improve civic education and action in our schools, to amplify the role young people play in their communities and in fostering a common civic bond, while designing new practices and innovations to engage young people in the advancement of all aspects of our democracy.



An Effective and Equitable Social Sector



An Effective And Equitable Social Sector

The long-term prosperity of our country is deeply linked to the efficacy of the social sector, which is designed to be the driver of progress toward a more equitable and just nation. Right now, individual organizations across the country are in the process of fundamentally reimagining the way they do their work, to make their organizations more equitable, sustainable, and effective. At the same time, the non-profit and youth-supporting field is interrogating its practices, in search of more systemic solutions to advancing equity throughout our sector. We will work to strengthen the racial equity and inclusion work of our member organizations, identifying best practices and shared goals. At the same time, we will bring together hundreds of organizations to identify the most impactful ways for our field to evolve, turning the desire to change into concrete evolutions that can improve our work and our practices on behalf of the communities we serve.



From Our Community

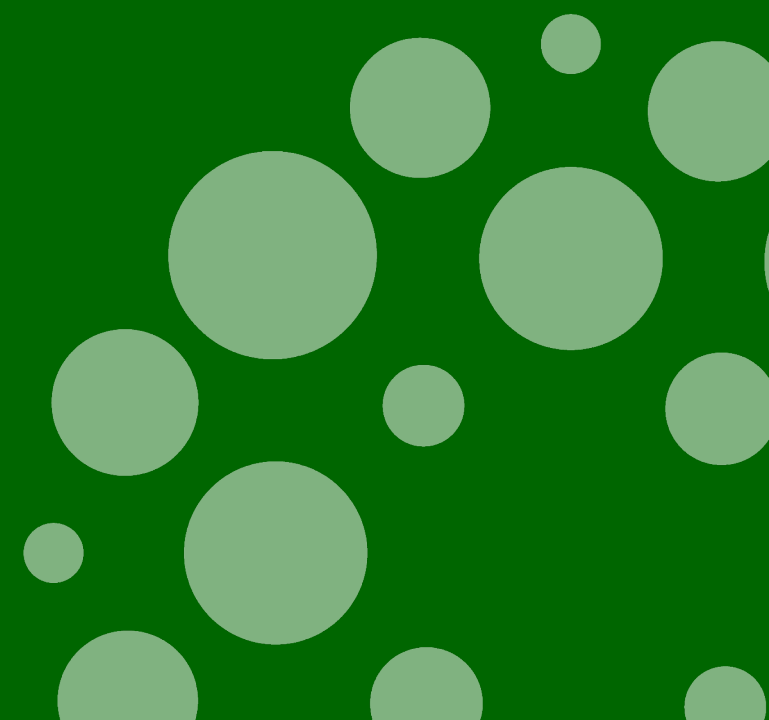


“In so much of organizing & social justice work, we are going from one urgent moment to the next, barely taking time to slow down and care for the process & the way we do that work, which has long term consequences for us as individuals and organizations. I'm excited for an opportunity to not only slow down, but slow down intentionally and think about how we can collectively support each other to build stronger movements and care for one another in a meaningful way.”



Judy Robbins, Our Turn
Director of Digital Organizing & Advocacy

Measuring Success



America's Promise Alliance is dedicated the rigorous measurement of the health, vitality, growth and impact of this community. We think about impact on several different levels.

Alliance Community Success Measures

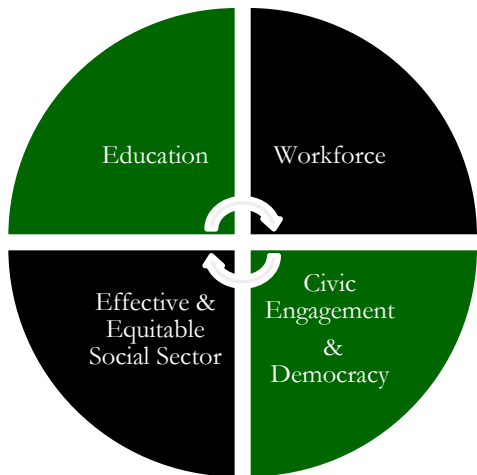
Ultimately, this community is successful if:

- ✓ Our community is growing, satisfied, and highly engaged, and thoughtfully balanced. We are a continuous community that leaders consistently turn to on the most important questions they face in their work.
- ✓ Our programming effectively supports our member organizations to serve their stakeholder, by: (1) helping organizations increase their impact and scale their reach and (2) become more effective and equitable institutions.
- ✓ Our systemic change coalitions have succeeded in changing their targeted policies and practices. Our community becomes a powerful force in policy and practice change at the local and national level.
- ✓ Deep expertise in our four issue areas allows us to design new innovations and launch new collaborations that have the potential to achieve breakout impact for young people.
- ✓ We have begun to see the impacts of our new approach to field-building, including more and deeper relationships among leaders and organizations, the formation of new collaborations among member organizations, movement from a scarcity mindset to one of abundance, and the effective elevation of insights from those most proximate to those with the most power.

Impact Overview

Our Issues

The focus of our work in our community. We improve outcomes, increase opportunity, and foster greater equity in these four areas.



Short-Term Impact

Foster Organizational Improvement

Organizational improvement for member organizations improves outcomes for the millions of young people they serve each year.

Our Alliance supports organizational growth, the improvement of outcomes, the development of organizations, and progress against our most important shared outcome metrics.

Each Member Organization



Systemic Impact

Change Policies & Practices

Our systemic impact is measured by our efficacy in changing specific policies and practices in our four issue areas. This happens both nationally and at the local level in our partner cities.

Focus on 2 Levels



Long-Term Impact

Field Building Contributions

This community can demonstrate a new way of working together which can make contributions to the broader field. These contributions include: quality & quantity of support and sharing among organizations and leaders, the formation of new collaborations among member organizations, development of smaller & more proximate organizations, movement from a scarcity mindset to one of abundance, and the effective elevation of insights from those most proximate to those with the most power.



Measures



Below is the framework we will use to measure the impact and efficacy of our community.

Outcome Areas

**Community Vitality,
Composition & Growth**

**Organizational
Improvement**

**Efficacy of Collective
Action**

**Field-Building
Contributions**

Impact Measures

(1) Member satisfaction & engagement; **(2)** Community composition; **(3)** Membership growth & retention; **(4)** Partner City growth & sustainability; **(5)** Program engagement

(1) Member organization growth and outcomes improvement; **(2)** Member feedback on community impact; **(3)** Efficacy of Alliance programming; **(4)** Progress against organization-level shared metrics

(1) Win/loss record of systemic change coalitions; **(2)** Reach & impact of annual research; **(3)** Quantity & efficacy of new collaborations; **(4)** Progress against Partner City shared metrics

(1) Development of smaller & more proximate organizations; **(2)** Quality & quantity of support and sharing among organizations and leaders; **(3)** Efficacy of community & practitioner-centered learning

Year 1 Success



Below is a set of measures we will use to gauge the successful launch of this community in Year 1.

Measure	Year 1 Targets
Growth	75 organizations enrolled; at least 25% of new member growth come from referrals from our existing community; at least 2 Partner Cities secured and launched
Composition	Over 50% of member organizations are led by leaders of color; at least a third of the community is composed of local and proximate organizations.
Satisfaction	Over 75% of member organizations are satisfied with their Alliance experience
Retention	Retain over 80% of organizations from Year 1 – Year 2
Engagement	Meet targeted engagement rates for each of our program offerings
Programming Launch	We have successfully launched: (1) leadership cohorts, (2) strategic support, (3) community collaborations, (4) program tracks, (5) state of the field research, and (6) 1-2 systemic change coalitions.
Systemic Change Coalitions	1-2 issues selected, coalitions formed, theory of action is defined.
DEI Dynamics	We will not see differential outcomes across the racial diversity of leadership or across the profile of member organizations

From Our Community



“There was a time when mission-driven work could reach all of its potential in small, local, disconnected silos. And while so many orgs strive to maintain those ‘close’ place-based values, the greatest challenges of our time require connection and cooperation. I think that is the potential of this network and why I'm excited to dig in.”

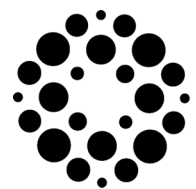
Marc Lesser, National Academy Foundation
VP Research and Technology

From Our Community



“An African Proverb says, ‘If you want to go fast go alone, but if you want to go far go together.’ The APA Community is a unique opportunity for nonprofit thought-leaders to collaborate and strengthen our collective work to execute our shared visions and fulfill our organizational missions.”

Felecia Webb, NPower
Chief Development Officer



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