



**NEW  
LEADERS  
COUNCIL**

**2021 ANNUAL REPORT**  
**A NEW PHASE FOR NEW LEADERS**



# TABLE OF CONTENTS

2-6	<b>A NEW PHASE FOR NEW LEADERS</b>	
	LETTERS FROM THE PRESIDENT & CEO; VICE PRESIDENT OF PROGRAMS ABOUT NEW LEADERS COUNCIL	
7-12	<b>NEW PLAN, NEW BRAND</b>	
	2021-2024 STRATEGIC PLAN THEORY OF CHANGE BACKBONE MODEL EQUITY STATEMENT NEW BRAND	
13-15	<b>NEW LOOK, NEW TOOLS</b>	
16-23	<b>2021 PROGRAMS FOR NEW LEADERS</b>	
	2021 INSTITUTE 2021 CONVENTION 2021 VOLUNTEER RETREAT	
24-31	<b>STORIES OF IMPACT FROM NEW LEADERS</b>	
32	THANK YOU	



# ***A NEW PHASE FOR NEW LEADERS***

NLC develops, connects, and uplifts inclusive, cross-sector leaders who transform our country through social and political change rooted in equity.



## ***NLC ATLANTA***

*Alumni gather for the 2021 Atlanta Mayoral Candidate Forum, co-hosted by NLC Atlanta, League of Women Voters Atlanta Fulton, and ACLU of Georgia.*

# A NEW PHASE FOR NEW LEADERS



## STRENGTHENING SUPPORT AND SERVICE

2021 ushered in a new phase for New Leaders Council. Over the last 15 years, the organization has expanded nationwide. Now, we're focused on deepening that work in local communities. **In all that this year has taught us, we know firmly that national progress starts at a local level.** We know that communities are transformed by those closest to its problems, by its proximate leaders. That's what NLC is all about: building an ecosystem of leaders across identities, issues, and industries, to push for progress at home and across the country.

**The next phase in NLC's history will focus on strengthening our structures to best serve our chapters' collective impact.**

Throughout 2021, NLC invested in new structures that better serve the nearly 750 volunteers who work day in and day out to support their local Fellows and alumni. Collective impact requires a significant investment in behind-the-scenes coordination and infrastructure.

**NLC has launched a multi-year strategic plan to implement a backbone model between NLC's national and local networks.** It provides chapters with comprehensive resources for building their communities' leaderful ecosystems while staying connected to a consistent vision and large-scale movement for progress. With a new plan comes a new look with a reimagined brand identity that reflects NLC's forward-looking, inclusive leadership.

**This year also launched our commitment to movement-wide coordination by unveiling NLC's first-ever community platform, Digital Cheetah** (*read more on page 14*). Digital Cheetah allows the NLC community to collaborate, share, and organize on an individual and collective level, with easy access to messages and resources across the chapters and national NLC network.

2021 Fellows and alumni stepped up for their communities when their leadership was needed most. **Read some amazing alumni stories in the last seven pages of this report!**

To complete transformative change in our country, we'll need courage, collaboration, and investment. **NLC is up to the task.** As we continue to push for progress - whether internally with service to chapters, or externally in the communities we know and love - we do so together as one movement. As NLC moves forward with a refreshed mission, vision, and values (*read more on page 8*), refined structures, and a new brand, our staff and volunteers are even more committed to proximate, leaderful changemakers who fuel a movement of progress in all communities. **Thank you to NLC supporters, volunteers, Board members, and staff who make this movement possible, not just for our organization, but the brighter, better world we are building together.**



**CLARE  
BRESNAHAN  
ENGLISH**

*President & CEO  
NLC DC '12*

# A NEW PHASE FOR NEW LEADERS



## EXPANDING NLC EXPERIENCES

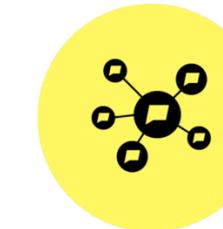
What an amazing time it is to be a part of the NLC community! The energy surrounding our organization is bright and bubbling with possibility. When I started my Institute experience in the Broward chapter in 2016, I didn't know the term "proximate leader," but I did know that I was one of the people working diligently in my community. I knew I wanted to invest in a better world for my children and I knew I was exhausted from the trauma I was trying to address in the world around me. While my efforts in activism were heroic, I felt like they were just a drop in the bucket. **I needed something more. NLC's Institute experience was my launchpad for "more." More friendships, more skills, more passion, more self-care, more collaboration.** Institute had such a strong impact on my life that I continue to use it as a marker to plot my leadership journey. So many of the Fellows and alumni I have had the pleasure to connect with have expressed similar sentiments for joining NLC and I am proud to be one of the individuals responsible for advancing their journeys. **In 2021, I joined the HQ team to use my talents to give back to an organization that has given so much to so many.** My highest priority is ensuring NLC's programming and the service HQ provides to its volunteers, alumni, and Fellows is reflective of our values and standard of excellence. While our yearly Institute is a core training aspect of what NLC does (*read more on pages 17-18*), we are excited to launch more opportunities for training development, engagement, and connection for our alumni and volunteers. NLC HQ has expanded support for alumni and volunteers by working with the National Diversity Committee and National Programs Committee to develop and share our first-ever Equity Statement (*read more on page 11*), hosting our first-ever National Volunteer Retreat (*read more on page 23*), and launching Digital Cheetah for further online connection and collaboration opportunities. **In 2022, we look forward to continuing to engage our 10,000 alumni, from New York to Nebraska, Sacramento to San Antonio, Boston to Broward County, and beyond.**



**NLC INSTITUTE**  
SIX MONTH, PLACE-BASED  
LEADERSHIP TRAINING



**LOCAL ECOSYSTEMS**  
ALUMNI LEAD A NETWORK OF  
NEARLY 50 CHAPTERS AS  
VOLUNTEERS



**COLLECTIVE IMPACT**  
ALUMNI COLLABORATE FOR  
EQUITABLE CHANGE



**KAREN  
PANDY-  
CHERRY**  
*Vice President of  
Programs  
NLC Broward '16*

# A NEW PHASE FOR NEW LEADERS

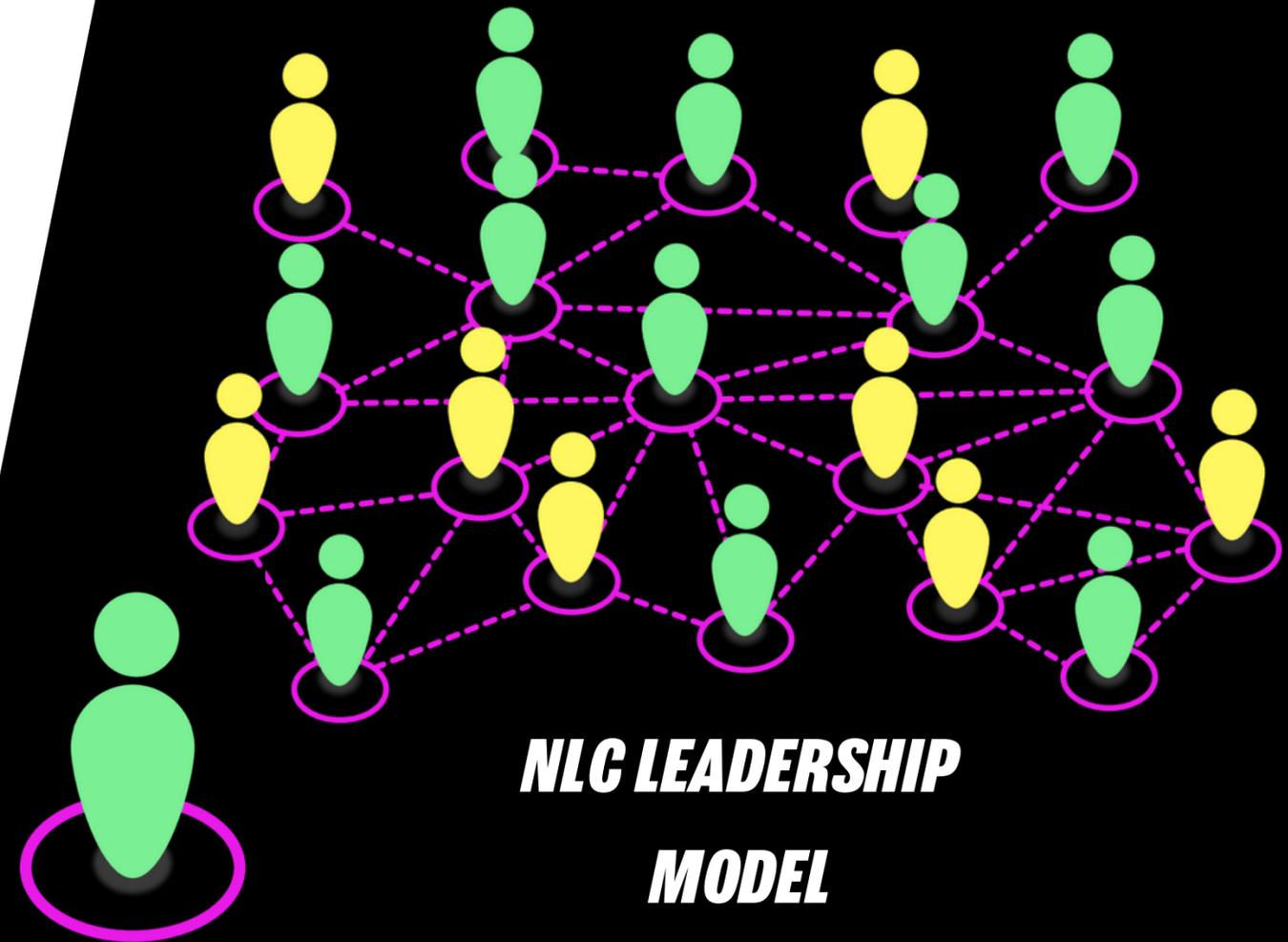


## INVEST IN A NEW KIND OF LEADER

Ever since NLC held its first Institute in 2006, we have invested in a new kind of leadership. Our future remains grounded in our founding vision to create a new coalition of leaders across different backgrounds. While we've grown to over 10,000 strong across nearly 50 chapters, NLC is doubling down on its commitment to local leaders. **In 2021 and beyond, NLC's programming, operations, and impact will embody the power of leaderful networks to make equitable change.**

NLC's leaderful ecosystems challenge the outdated narrative of relying on the "heroic individual leader." Our next phase will continue to innovate and streamline HQ-chapter coordination and operations.

**NLC will continue the work of connecting and collaborating with local leaders to make a collective impact.** We know that to build a nation that centers equity and anti-oppression, we must create new ways of leading at the local level. Only then will we create a new world led by new leaders.



**TRADITIONAL  
LEADERSHIP  
MODEL**

**NLC LEADERSHIP  
MODEL**

*Source: Leadership Learning Community*



# ***AN ECOSYSTEM OF LEADERS***

We recruit emerging leaders from diverse backgrounds on the cusp of making transformational change. New Leaders Council is one of the few organizations focused on building a coalition of local leaders across **identities, industries, and issues**.

## **IDENTITIES**



While our programming serves leaders across all identities, we uplift and center Black, Indigenous, and People of Color, women, LGBTQI+ folx, and leaders who hold identities that have not been traditionally invested in. They are proximate leaders who reflect the communities they serve.

## **INDUSTRIES**



NLC knows the value of multi-sector networks and coalitions for building civic infrastructure and sustaining systems change.

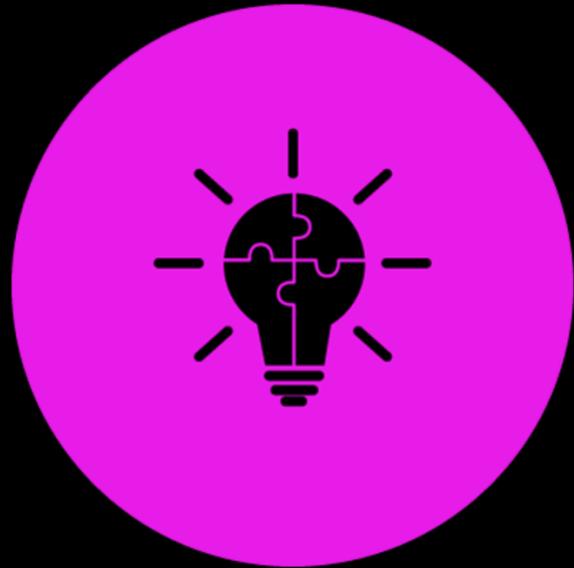
## **ISSUES**



Our Fellows have expertise and passions in a number of social justice issues including healthcare, housing, criminal justice, climate change, and democracy. Through our program, Fellows are challenged to break down silos and understand interconnected systems.

**93%**  
**AGREE**

**2021 FELLOWS SAY THAT INSTITUTE PROVIDED THEM WITH A SUPPORTIVE COMMUNITY NETWORK AND TRAINING THAT WILL PROPEL THEIR PROFESSIONAL AND PERSONAL GOALS.**



# ***NEW PLAN, NEW BRAND***

We have defined our mission, vision, and values through the process of cross-team collaboration and created a connective look-and-feel across nearly 50 chapters.



## ***NLG HOUSTON***

*Local chapter leaders host a hybrid in-person and virtual board meeting.*



## ***OUR NEW STRATEGIC PLAN***

In the fall of 2019, NLC's President and CEO engaged in a comprehensive series of feedback sessions with as many NLC alumni and volunteers as possible. NLC leadership held 65 on-the-record interviews with hundreds of NLC volunteers and alumni. Our strategic plan partner, The Raben Group, then conducted ongoing conversations with NLC national and local leadership throughout 2020. With the help of the 2020 NLC Strategic Plan Advisory Council (SPAC) members, **NLC was able to create a comprehensive, non-traditional strategic plan.** [Check it out here!](#)

### ***NLC'S MISSION***

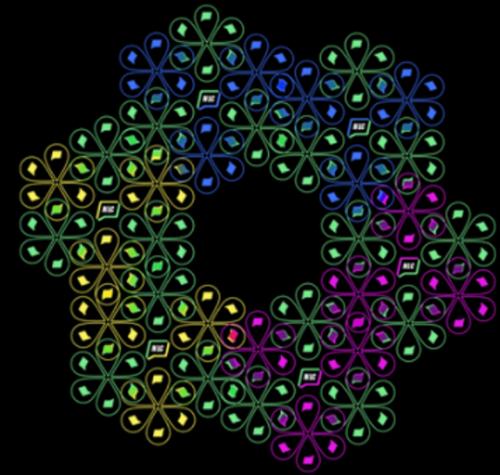
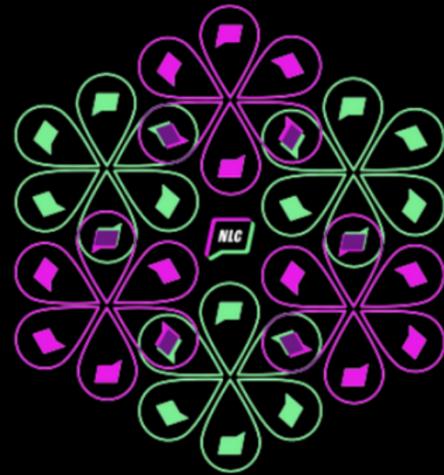
NLC develops, connects, and uplifts inclusive, cross-sector leaders who transform our country through social and political change rooted in equity.

### ***NLC'S VISION***

Building power among the leaders closest to their communities will create the country we aspire to be. NLC is where new voices, new ideas, and new leaders connect to make progress real.



# **THEORY OF CHANGE**



Across the country, those on the frontlines of change are utilizing the energy, resources, and skills that exist within their communities.

NLC moves the country forward by creating ecosystems of these local changemakers from a diversity of identities, issues, and industries.

Our place-based training and chapter infrastructure, coupled with a national network of support, establish long-term systems for individual growth and collective impact for social and political change.

The NLC movement propels our leaders on trajectories that actualize a more sustainable, intersectional, and equitable future.

# NEW PLAN, NEW BRAND



## OUR BACKBONE MODEL

With over 750 volunteers across the country, our backbone model and focus on customer service at HQ is crucial. The backbone model allows NLC to not only meet the organization's goals but also individual chapters' success.

**NLC HQ provides structure and systems across chapters that facilitate creativity and innovation for local leaders in their local communities of Fellows, alumni, and volunteers.**

With this recruitment, curriculum, and fundraising structure, chapters can then use the backbone as support to craft materials and campaigns that speak to their proximate audiences. For example, NLC HQ supports alumni engagement activities across chapters such as Convention, while individual chapters may hold local events to facilitate alumni networks in their cities or states. The backbone exemplifies a new model of shared power that is needed to equip new leaders.



## NLC KENTUCKY

*Volunteers gather for their local volunteer board retreat.*



### STRATEGY & VISION

SET A SHARED VISION AND MISSION; CREATE A COMMON AGENDA



### OPERATIONS

SUPPORT CHAPTERS THROUGH INFRASTRUCTURE AND OTHER OPERATIONAL SUPPORT



### KEY PRIORITIES

DETERMINE KEY PERFORMANCE INDICATORS OR METRICS THAT ARE TIED TO OUR COLLECTIVE IMPACT



## EQUITY STATEMENT

During our 2019-2020 listening tour among volunteers and alumni, the NLC community consistently called for the need to publicly name our equity and anti-oppression values so we could hold ourselves and the organization accountable. In Spring 2020, **National Diversity Committee (NDC) Chair Candace Stanciel** formed a subcommittee of DEI professionals to help craft NLC's first-ever equity statement. With HQ's coordination and assistance, the NDC helped finalize the organization's commitment to advancing equity. **While statements are just words that require actions, we acknowledge that change starts with naming our values** ([read more about our values on our website](#)). In 2021, over 80% of NLC HQ's national vendors are led by people of color, queer, gender-nonconforming, and women entrepreneurs.

## OUR COMMITMENT

**Diversity, equity, and inclusion is a continuous focus and action for New Leaders Council.** We honor, support, and leverage our intersecting identities, recognizing and celebrating everyone and each group for their individual value. Together we also work to ensure differences in ability, age, cultural background, education, ethnicity, faith, gender identity and expression, ideology, income, language, marital status, national origin, physical appearance, religious/spiritual perspective, race, sexual orientation, and socioeconomic status are respected and celebrated. We support and empower each individual to reach their full potential with dignity. **We work to ensure an organization that celebrates people's talents and recognizes their effort while working to limit the negative impact of systemic oppression on success within NLC and society.** We hope to lift people's talents, efforts, and capabilities. Diversity, equity, and inclusion is our greatest asset in advancing the progressive movement innovatively, creatively, and collaboratively.

## OUR CAUCUSES

**Alumni build inclusive communities across NLC's caucuses** including the Asian American Pacific Islander Caucus (AAPI), Black Caucus, Middle Eastern, North African, South Asian (MENASA) Caucus, Pride Caucus, Rural Caucus, Latinx Caucus, and Women's Caucus.

## 2021 CAUCUS PROGRAMS:

- Women's Caucus Retreat, featuring local elected officials and break-out sessions
- Black Caucus virtual event, *New Black History: Movers, Shakers, and Trailblazers of Today*
- MENASA and Women's caucuses' virtual event, *Amplify Afghan Experiences Panel Discussion*
- Pride, Latinx, and AAPI caucuses celebrated their national awareness months sharing their alumni's stories on social media

# NEW PLAN, NEW BRAND



## OUR NEW BRAND

Our community has wanted a brand that reflects our organization's energy and dynamic, cross-sector strength. **The speech bubble underscores the importance of our individual and collective stories** as leaders connect, inspire, and shape movements for change. It tilts forward, demonstrating a **constant push for progress** in communities across the country. And it is **multidimensional, representing inclusive leaders** within NLC who serve across identities, issues, and industries. Thank you to our brand design partner, Allen & Gerritsen.

**While NLC updated our look and feel at the HQ level, we wanted to visualize proximate leadership at the local level too.** Each chapter played an integral part in designing its own set of local logos. To model transparency and shared leadership, NLC's staff conducted branding and education sessions to equip local leaders to design their new logo.

**With our role as the organization's backbone in mind, HQ provided the branding structure - specific color options and chapter name placement - while chapters actively chose what images of their communities best represented their current and potential members.** HQ organized information sessions, coordinated design choices, and timelines between chapter leaders and design consultants, and shared fun and easy ways for chapters to introduce their new logos to their communities. **For the first time ever, NLC coordinated a shared look and feel across our nearly 50 chapters;** and while it would have been easy to take a hierarchical approach, we took the time to fuel creativity among the chapters and those that will use and share their brand.



**NEW  
LEADERS  
COUNCIL**



**NLC**

**WISCONSIN**



**NEW  
LEADERS  
COUNCIL**

**NASHVILLE**



**NEW  
LEADERS  
COUNCIL**

**SACRAMENTO**



**NLC**

**OMAHA**



**NEW  
LEADERS  
COUNCIL**

**ARKANSAS**



**NEW  
LEADERS  
COUNCIL**

**PALM BEACH**



**NLC**

**PITTSBURGH**



# ***NEW LOOK, NEW TOOLS***

NLC HQ designed our new website and digital tools to welcome audiences with the vibrancy and energy of the NLC community.



## ***NLC DALLAS***

*Fellows share a fun moment during Institute, which was held virtually in 2021.*



## DIGITAL CHEETAH

To empower new leaders, we need new tools. **Enter Digital Cheetah, our brand new online collaboration hub for our Fellows, alumni, and volunteers.** Digital Cheetah will meet the needs of the next generation of the NLC community. Across our nearly 50 chapters, this tool will allow alumni to easily network with their fellow alumni and encourage Fellows to connect with each other across cohorts. In 2021, we added our volunteers to the new system, and in 2022, we look forward to inviting our 10,000 alumni to sign on!

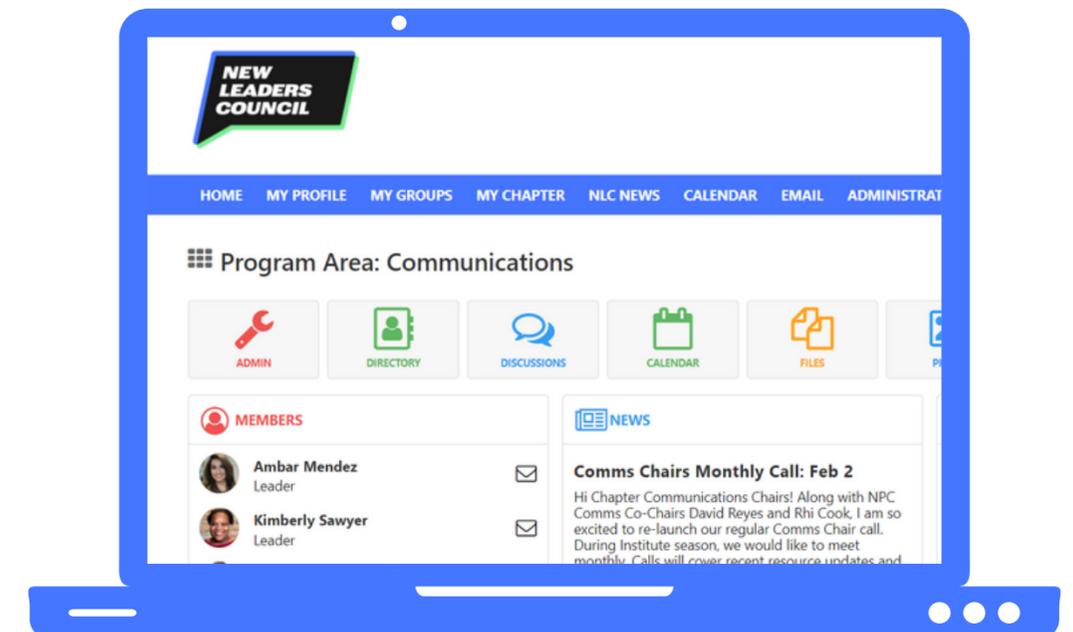
**Alumni and volunteers can use Digital Cheetah to assist cross-chapter coordination as local teams brainstorm operations, fundraising, and messaging strategies.** Digital Cheetah will allow alumni to engage with NLC after their Institute and for years to come. With its shared resources, video training guides, and shared events calendar, this new tool will provide opportunities for continuous growth.

**Digital Cheetah will easily link our growing network to the solutions needed in our communities.** It will provide a platform for policy entrepreneurs to craft and publicize new ideas, give small business owners a forum to ask and answer questions among their peers, and share a space for activists to mobilize support for causes both in and outside of NLC.

NLC volunteers, alumni, and Fellows are busy professionals, parents, and community members. **To best accommodate them, we have also launched a mobile version of Digital Cheetah.** In a quick-moving world, Digital Cheetah for desktop and mobile will ensure that our networks and impact can be accessed locally, nationally, and even globally.

# 700+

**2022 FELLOWS  
ONBOARDED WITH  
THEIR CHAPTERS  
USING DESKTOP  
DIGITAL CHEETAH**

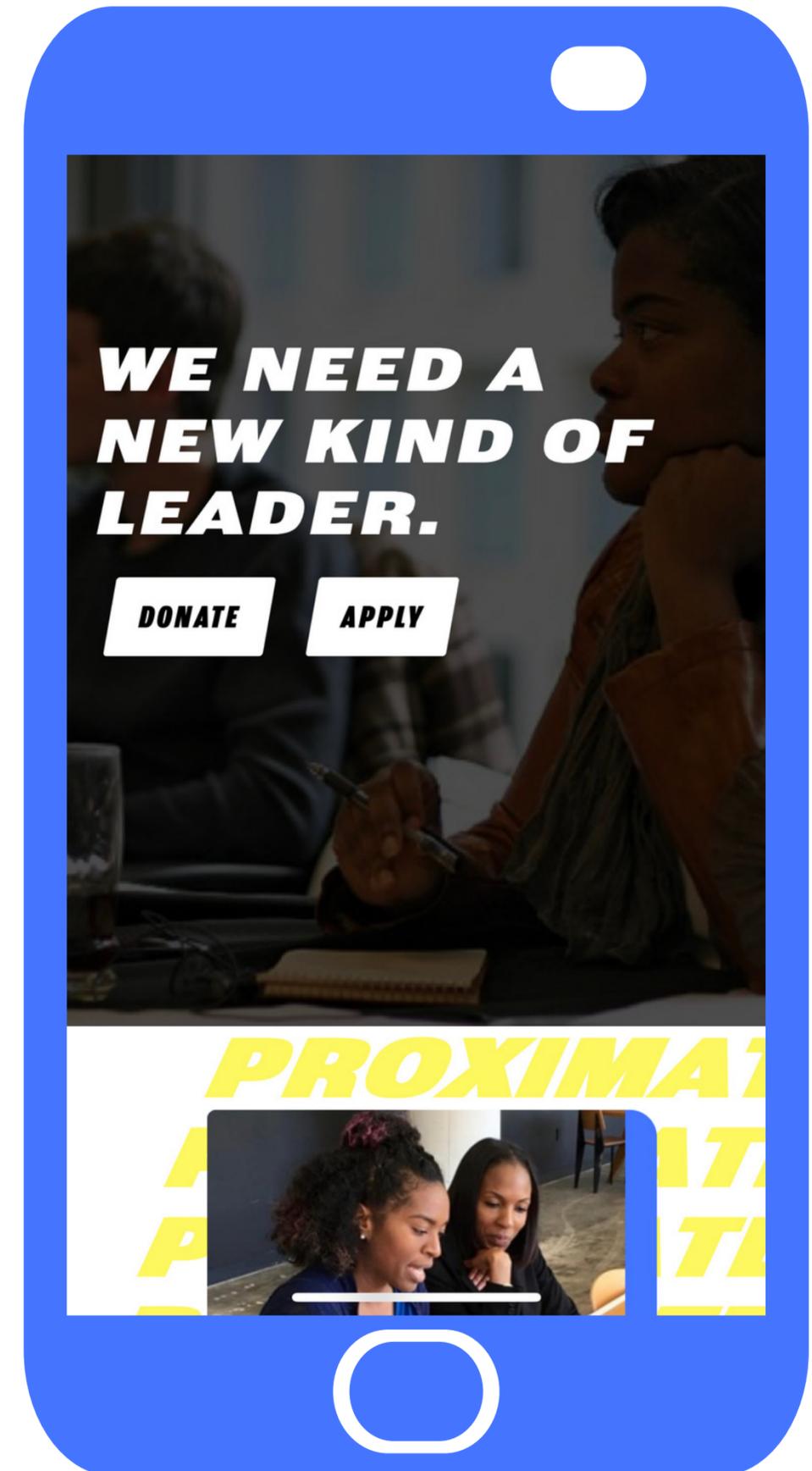


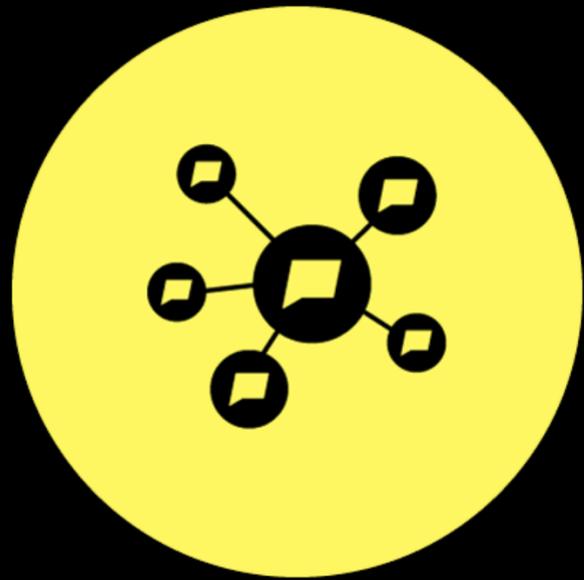


## OUR NEW WEBSITE

NLC HQ launched our new website in partnership with **Cultivate Strategies** (a Queer and BIPOC-run business) and **See Bot Run** (a Queer, Woman, and BIPOC co-owned business), design firms who grounded the website in our community values. Using NLC's backbone model, HQ staff facilitated the design process while working with each chapter to develop their unique webpage content. By listening to our local volunteers' feedback, each local chapter has - for the first time - their own pages to design, update, and share with their proximate networks. Thanks to HQ staff and volunteers' partnership, **our website is not just beautifully branded, but also plays an important part in sharing our story.**

Each [chapter's page](#) highlights its impact, alumni, and current cohort of Fellows. For prospective Fellows, our website includes streamlined information on applying to the [NLC Institute](#). For alumni, we have included ways to easily join NLC caucuses, access Digital Cheetah, and share their stories and successes with the NLC network. Check out our [Newsroom](#) for the latest alumni stories and organizational updates, including NLC's progress in supporting a new kind of leader.





# **2021 PROGRAMS FOR NEW LEADERS**

Our core program is our yearly volunteer-led Institute. The NLC network then joins together for our annual convention.



## **NLC SILICON VALLEY**

*Board members plan new ways to recruit the next cohort of NLC SV Fellows.*



## ABOUT OUR INSTITUTE

Each chapter's flagship program is the NLC Institute, a six-month, skill-building, place-based program. Chapters bring in local policymakers, business professionals, and community leaders to connect with and train Fellows. The national curriculum is tailored at the chapter level to connect the material to local issues and includes skill-building in areas such as collective impact, communications, fundraising, and community organizing.

**Fellows learn from each other as much as from the trainers.** Through the exchange of ideas and information, relationships develop and a lasting learning community emerges, giving Fellows access to the knowledge and network they will tap into long after their Institute experience. Fellows emerge from their Institute experience with a local web of connection and trust with a shared commitment to equity and progress; Fellows often choose to apply for a Board position on their chapters' leadership teams.

New leaders are adaptive. **We're immensely proud of our Fellows, volunteers, and trainers for transforming NLC's traditional in-person training into a fully virtual program in 2021.** We thank them for their willingness to innovate and pivot to keep our communities safe.

### TOP 5 SESSIONS

- Personal History - Life Maps
- Messaging and Framing
- Making the Ask
- Dismantling White Supremacy in the Workplace
- Policy and Community Organizing in Action

### INSTITUTE TRAINERS

When recruiting Institute trainers, chapter leaders are encouraged to think about the pressing issues in their communities and find proximate leaders who speak to those themes, topics, or professional sectors. Often NLC alumni, these proximate leaders have included elected officials, non-profit leaders, small business owners, professors, and others who are making local change.



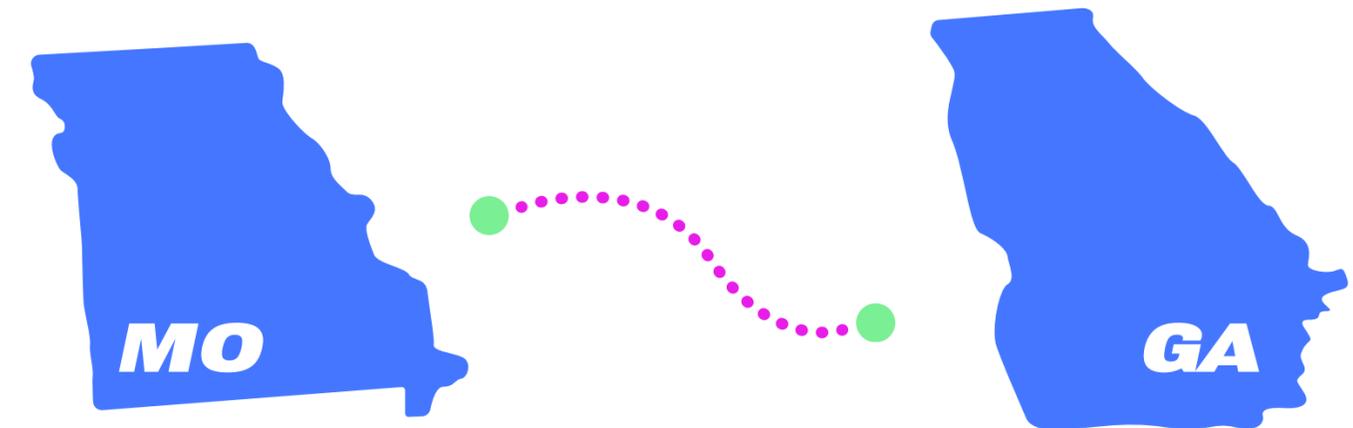
## NATIONAL SESSIONS

In 2021, for the first time ever, Fellows convened nationally for joint training sessions in collective impact, business strategy, labor relations, digital fundraising techniques, and more. Sessions were hosted by members of our National Programs Committee (NPC), National Diversity Committee (NDC), and external partners. **Partner sessions included trainings in branding from the Allen & Gerritsen brand agency, social media tools for nonprofit fundraising from Facebook, and a workshop on labor organizing from AFSCME.** As an example of collective impact driven by proximate leaders, these trainings lent national voices to local issues and connected alumni and alumni-recommended presenters with Fellows from different chapters all in one shared virtual space.

**One of the highest-rated National Sessions was *Equity, Diversity, and Inclusion: Understanding Systems and Solutions*.** Led by our NDC, presenters talked about the reinforcing nature of systems that hold social problems in place, shared tools and resources that Fellows can leverage towards liberatory efforts, and engaged in scenario-based exercises. Together as a network, Fellows and presenters discussed foundational Equity, Diversity, and Inclusion (EDI) concepts such as intersectionality, racism, patriarchy, heteronormativity, capitalism, colonialism, and white supremacy / dominant culture.

## LOCAL LEADERS CONNECT

As we joined together across the country as one #NLCFamily, our alumni helped drive the programming topics and trainers. Alumni from our caucuses hosted break-out room sessions and the NPC helped facilitate conversations among our cross-country Fellows.



**Nkoyo-Ene Effiong (Atlanta '21) and Krysta Grangeno (St. Louis '21) met in a National Session during their Institutes. They connected over their mutual interest in parent engagement and advocacy and realized that they could support each other. Following the National Session, they continued to connect, discuss their capstone project progress, and share advice.**



## THE FELLOW EXPERIENCE

Each Fellow completes a **capstone project** by the end of the Institute. Capstone projects provide Fellows with a project-based learning experience. **Using skills learned and practiced in Institute, Fellows identify an opportunity and establish an effective action plan to make it a reality.** Fellows network with their cohort, chapter alumni, and chapter leadership team to make connections that not only inform their capstone projects but also share knowledge for post-Institute continuation of their community impact.

80%

2021 Fellows found value in having cross-sector experience in their cohorts.

75%

2021 Fellows say they have “found their community” during their NLC experience.

### WHAT WAS THE MOST VALUABLE PART OF YOUR NLC INSTITUTE?

57%

"A COHORT THAT VALUES AND UPLIFTS ME"

32%

"THE EXPANSION OF MY NETWORK TO ACHIEVE MY GOAL (TRAINERS, MENTORS, ALUMNI)"

## 2021 FELLOW SELF-IDENTIFIED RACIAL DEMOGRAPHICS

39%

African or African American

2%

American Indian or Alaska Native

10%

Asian or Asian American

22%

Hispanic/Latinx

35%

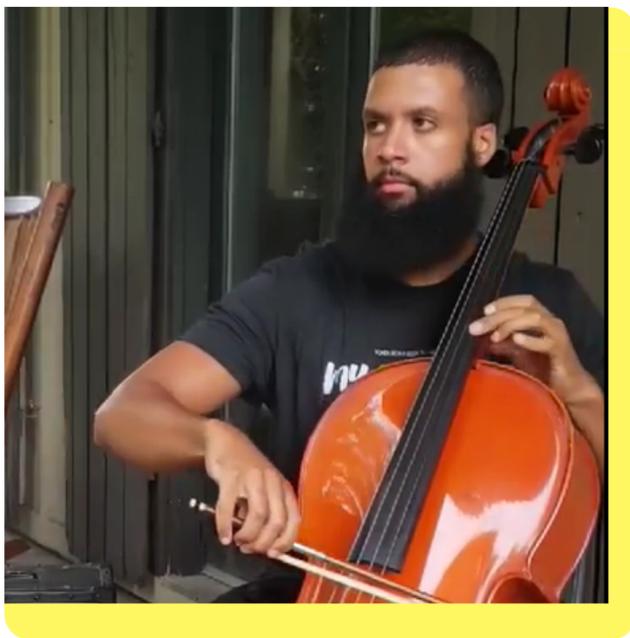
White

# 2021 PROGRAMS FOR NEW LEADERS



## 2021 CONVENTION: @ HOME

For a second year, our annual NLC Convention was held virtually. Convention: AT HOME went beyond the typical Zoom call. It included a live DJ, SparkTalks! from distinguished alumni, and break-out sessions to discuss nationwide policies with an equity focus. Convention embodied how a leaderful network becomes more impactful than one sole leader preaching the need for sustainable change. **Rather than striving to be the charismatic leader who makes a big splash that eventually dissipates, attendees learned that organizing our influence together creates ripples that multiply.**



Convention included a live performance from William Snowden (Louisiana '16).



Ty Lim (San Francisco '18) closed out Convention with a powerful reminder: we're the ones we've been waiting for.

TOTAL REGISTRANTS

399

TOTAL SPEAKERS

54

ATTENDEES SCORED CONVENTION

9.5/10



## 2021 CONVENTION @ HOME

Workshops like Collective Action led by **John Harper**, Managing Director at FSG, challenged us to make equity real by centering the voices historically drowned out from spaces where decisions are made. Changemakers like Fair Fight Action CEO, **Lauren Groh-Wargo**, encouraged us to use our privilege to expand access. Former Texas State Senator (and a new member of NLC's National Board of Directors) **Wendy Davis** made clear the need for leaders who shift “me” into “we.” NLC HQ was thrilled to produce this program with **Backbone Digital** and **Kanga Studios**, both led by NLC alumni, illustrating the depth of the NLC network. Special thanks to our title sponsor, **Comcast NBCUniversal**, for enhancing our virtual event with their sponsorship and pro bono production and closed captioning support.

### SESSION TOPICS

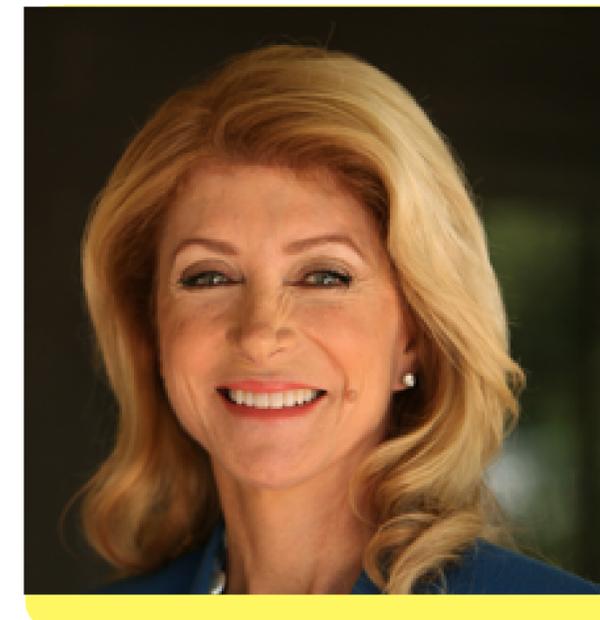
- It Takes a Village: Building Collective Impact
- Digital Equity: Cross-Sector Collaboration for Change
- Reclaiming Democracy
- Collective Liberation: Intersectionality and Reimagining the Struggle for Liberation
- #MeetNLC: A fireside chat with NLC alumni and our President and CEO, Clare Bresnahan English
- Expo Booth sessions: So You Want to Run for Office and Labor 101

### OUR KEYNOTE SPEAKERS



**JOHN HARPER**

Managing Director, FSG



**WENDY DAVIS**

Founder and President,  
Deeds Not Words  
Former Texas State Senator



**LAUREN GROH-  
WARGO**

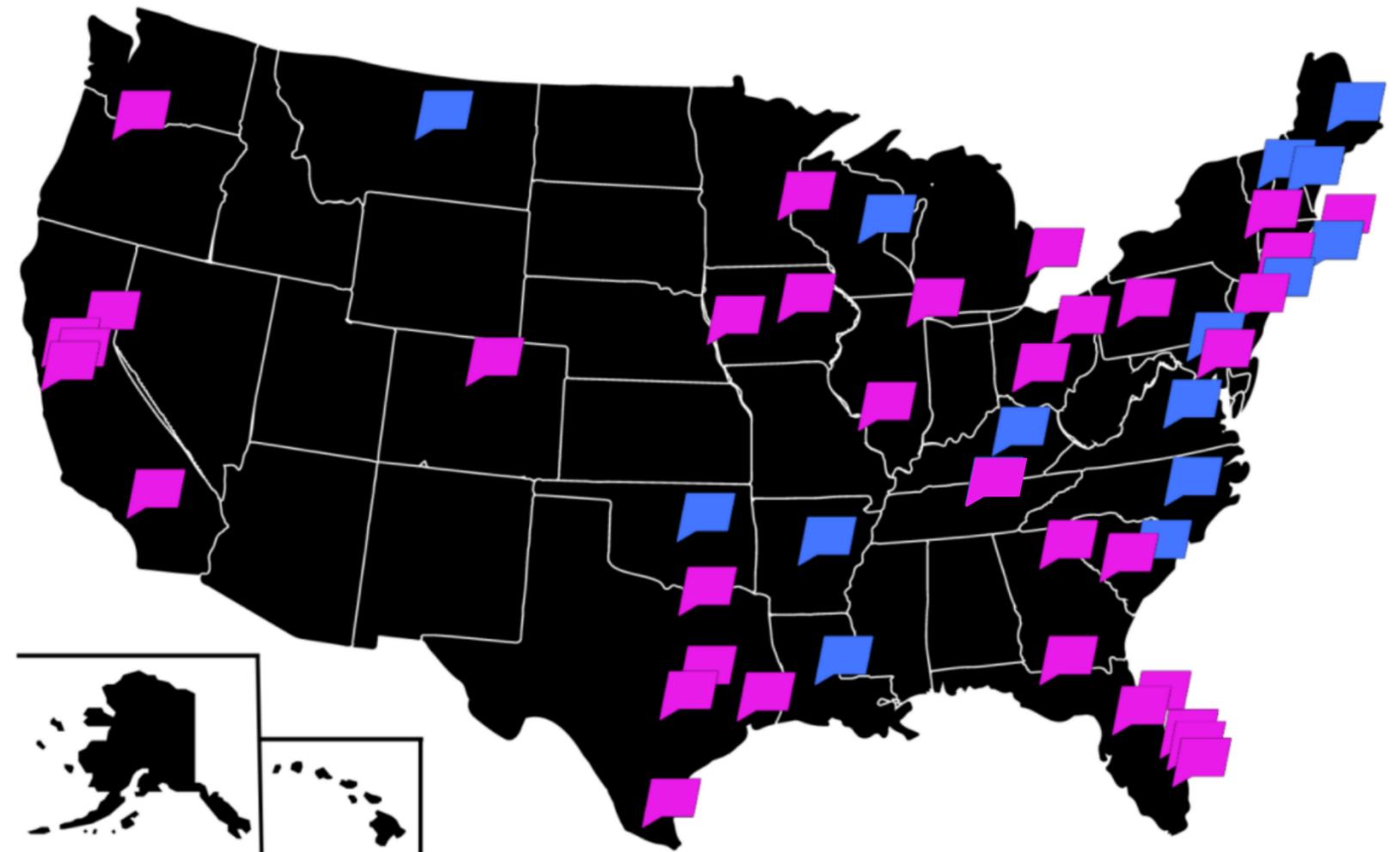
CEO, Fair Fight Action



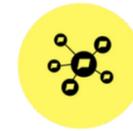
## OUR CHAPTER VOLUNTEERS

Our 750 volunteers serve NLC chapters across the United States. All NLC chapters are operated under the organization's shared vision and mission. Each chapter is administered by a core team of volunteers. NLC Institute is made possible largely through the efforts of volunteer chapter leadership, who consult with HQ to ensure program consistency, aligned metrics, and unified goals.

- ▮ STATE CHAPTER
- ▮ LOCAL CHAPTER



- |                            |                   |                    |                       |                     |                       |                          |
|----------------------------|-------------------|--------------------|-----------------------|---------------------|-----------------------|--------------------------|
| <b>ARKANSAS</b>            | <b>CHICAGO</b>    | <b>KENTUCKY</b>    | <b>MILWAUKEE</b>      | <b>OAKLAND</b>      | <b>PORTLAND</b>       | <b>SOUTH TX FRONTERA</b> |
| <b>ATLANTA</b>             | <b>COLUMBUS</b>   | <b>LOS ANGELES</b> | <b>MONTANA</b>        | <b>OKLAHOMA</b>     | <b>RHODE ISLAND</b>   | <b>ST. LOUIS</b>         |
| <b>AUGUSTA</b>             | <b>DALLAS</b>     | <b>LOUISIANA</b>   | <b>NASHVILLE</b>      | <b>OMAHA</b>        | <b>SACRAMENTO</b>     | <b>SW OHIO</b>           |
| <b>AUSTIN</b>              | <b>DENVER</b>     | <b>MADISON</b>     | <b>NEW HAMPSHIRE</b>  | <b>ORLANDO</b>      | <b>SAN ANTONIO</b>    | <b>TALLAHASSEE</b>       |
| <b>BOSTON</b>              | <b>DES MOINES</b> | <b>MAINE</b>       | <b>NEW JERSEY</b>     | <b>PALM BEACH</b>   | <b>SAN FRANCISCO</b>  | <b>TAMPA BAY</b>         |
| <b>BROWARD</b>             | <b>DETROIT</b>    | <b>MARYLAND</b>    | <b>NEW YORK CITY</b>  | <b>PHILADELPHIA</b> | <b>SILICON VALLEY</b> | <b>TWIN CITIES</b>       |
| <b>CAPITAL DISTRICT NY</b> | <b>HOUSTON</b>    | <b>MIAMI</b>       | <b>NORTH CAROLINA</b> | <b>PITTSBURGH</b>   | <b>SOUTH CAROLINA</b> | <b>VERMONT</b>           |
|                            |                   |                    |                       |                     |                       | <b>VIRGINIA</b>          |
|                            |                   |                    |                       |                     |                       | <b>WASHINGTON DC</b>     |



# **2021 VOLUNTEER RETREAT**

Volunteering as a chapter leader is considered an integral part of NLC training. After their Institute, NLC alumni gain hands-on leadership development by managing their chapter's programs and constituents.

In 2021, NLC HQ hosted our first-ever organization-wide National Volunteer Retreat. **Staff conducted two, two-day sessions to offer onboarding to our volunteers.** In fellowship with NLC staff and chapter leaders from across the country, we covered the changes that have taken place over the last two years and the changes still to come. Retreat topics included reviewing the new strategic plan, how to run a non-profit, finances and fundraising, and an introduction to collective impact.

**The 2021 Volunteer Retreat was the first of many investments in NLC volunteers as part of our backbone model. Going forward, NLC will continue to build infrastructure for coordination among our volunteers and alumni networks to advance progress locally and nationally.**

Members of our National Programs Committee (NPC) led volunteer teams in breakout rooms specialized for the many roles volunteers play in the local chapters, including communications, alumni relations, advancement and fundraising, and Institute leadership. **Because many NPC members also have served locally as chapter directors or other roles, this peer-to-peer coaching is critical in sharing best practices and collaborating to grow and nurture our collective movement.**

**750**

**TOTAL NLC VOLUNTEERS**

**96%**

**ATTENDING VOLUNTEERS  
WOULD RECOMMEND  
OTHERS PARTICIPATE IN  
THE NPC PROGRAMMATIC  
SESSION**



# ***STORIES OF IMPACT FROM NEW LEADERS***

New leaders thrive in the civic, nonprofit, and private sectors. They connect to make a collective impact.



## ***NLC NEW HAMPSHIRE***

*Alumni show up for each other and their communities through COVID.*



## HEALING COMMUNITIES

### ADVOCATING FOR VACCINES ON THE FRONTLINES OF COVID-19

**Dr. Atul Nakhasi (Los Angeles '20)** is a physician and policy advisor for the Los Angeles County Department of Health Services. While treating COVID-19 patients in Compton, CA, Atul co-founded #ThisIsOurShot, a digital campaign to promote positive messaging about the coronavirus vaccines. Through a network of more than 25,000 healthcare workers, #ThisIsOurShot aims to build trust in vaccines and fight misinformation online. Atul's work has been featured in the Washington Post and USA Today.



**DR. ATUL NAKHASI**

### OPERATION: STOP CYBER HARASSMENT

After experiencing cyber harassment, **Cairo Eubanks (Broward '20)**, turned that harm into action by hosting a community event, *Operation: STOP Cyber Harassment*. A collaborative effort with several community partners in Broward County, the free event also featured several NLC alumni from across the country. **Biiftuu Ibrahim Adam (Twin Cities '18)**, **Hamad Alghareeb (Capital District NY '20)**, **Roderick Chambers (San Antonio '19)**, and **Benjamin McAfee (Broward '20)** facilitated breakout sessions, bringing their expertise from across the country to make a collective impact. Writer **Leandra Ali Dolsingh (Broward '20)** continued the momentum of this event in an article for American Bazaar Online.



**CAIRO EUBANKS**



**BIIFTUU IBRAHIM ADAM**



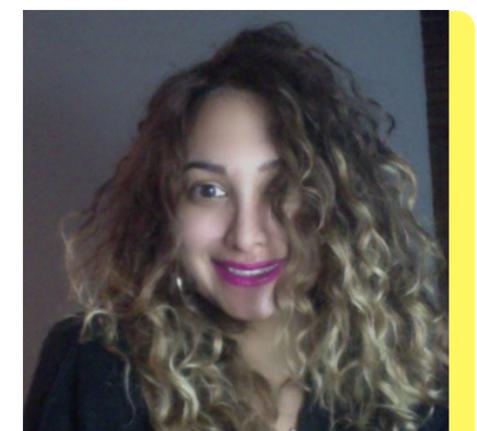
**HAMAD ALGHAREEB**



**RODERICK CHAMBERS**



**BENJAMIN MCAFEE**



**LEANDRA ALI DOLSINGH** 25



## **GABRIELA SANTIAGO-ROMERO** **NLC DETROIT**

Councilwoman, City of Detroit  
Policy and Research Director, We the People Michigan

**CLASS OF 2021**



**Detroit raised me to be a social justice warrior, and NLC connected me with other leaders who care about progress.** During my NLC Institute, I was debating to run for office or not. I decided that running for City Council would be my capstone project. In November 2021, I won my race and accomplished my capstone project. It felt good to complete this task, especially with my cohort's constant support. Today, I still talk to my cohort, including sharing jobs I have available through the City. From experience, I know it's really hard to run for office, especially for young women of color. But my cohort saw leadership in me and thought that I should be a part of the ecosystem of diverse leaders we need to make change real. **It was so impactful to seek folks that seek the good in you, accept and share support, and surround myself with those who were dreaming big.**



## **REP. AJAY PITTMAN** **NLC OKLAHOMA**

Oklahoma State House of  
Representatives, District 99

**CLASS OF 2021**

My foundation of leadership was influenced by the women in my life. My Native grandmother believed that if we expect our youth to become leaders, then we must empower their voices now. I was able to bring that inclusivity and openness to the table to help elevate my NLC experience. It was easy to connect with my LEAD group, my cohort as a whole, and the national alumni and Fellows. **The leadership training provided a model to identify and build stronger leaders. We all prioritized different issues as individuals but agreed that you cannot do this work alone.** Whether it is healthcare, criminal justice reform, or economic justice, this important work requires collaboration. I believe we all have to show up with an authentic purpose and use our strengths and unique stories to effect change.

**READ MORE AT THE NLC NEWSROOM**



**JOHN GRUBER**

## PREVENTING GUN VIOLENCE

NLC Chicago Executive Board member **John Gruber (Chicago '19)** organized a successful cross-coalition campaign to pass HB 562 in Illinois. The bill is a hard-fought victory for gun violence prevention advocates and survivors. It will save lives and support equity by investing in critical mental health services for the communities most impacted by gun violence. John worked for 3 years to pass this legislation through Gun Violence Prevention PAC (G-PAC) Illinois.



**SARA EL-AMINE**

## PROTECTING REPRODUCTIVE JUSTICE

As Lyft's Head of Community & Public Engagement, **Sara El-Amine (Chicago '14)** took an uncompromising stance in protecting their drivers and riders in Texas in response to SB8. "People deserve to get where they need to go without monitoring or punishment--including (and honestly especially) if that place is an abortion clinic," said Sara in a LinkedIn post. "Those who have not experienced things should not get to make the rules about them."



**EZRA KONG**

## NLC OAKLAND

Managing Partner & Co-Founder,  
Reflex Design Collective

## CLASS OF 2021

**I wanted to build something different: a way to design infrastructure that embraces co-creation within communities so that a practitioner designs with, rather than for, those most impacted.** As a part of equity design, my work also focuses on interpersonal dynamics: the teams we work on. This work is about who has access to decision-making power, and for people to equitably design, we have to look inward and look at the relational dynamics we have together. The way we work together in our teams will impact how we are able to show up with integrity when working with community groups. **This belief was affirmed and sharpened by my NLC experience and my peers who embodied these values with me.** Together, we shared and expanded organizing strategies, analyzed and interpreted systems thinking, and most importantly created a space for us to provide support and inspiration.

**READ MORE AT THE NLC NEWSROOM**



## **MATTHEW CHERNESKY** **NLC TAMPA BAY**

Manager of Financial Stability,  
United Way Suncoast  
Co-Founder of nenos



### **CLASS OF 2021**

NLC not only connected me with a diverse group of people who care about Tampa, but also speakers and curriculum that guide my business. **My favorite Institute experience was when we had a chat with small businesses in Florida.** This session was an awesome learning moment to dig deeper with an actual professional in the field. NLC played a big role in our business. **Now, after graduating from my NLC Institute, I serve as NLC Tampa Bay's Communications Chair. I stay connected to my NLC chapter because it is so incredible to see new cohorts blossom into the next leaders of our community.** NLC places us in conversations that challenge our preexisting ideas, fosters and develops our skills, and allows us to network with other change agents across the country.

## **ADNER MARCELIN** **NLC TALLAHASSEE**

Administrator, Ben Crump Law  
Candidate for Tallahassee City  
Commission



### **CLASS OF 2021**

**I decided to apply for the New Leaders Council fellowship for the very same reason I decided to run for office: I have a heart for my community.** Following the murder of George Floyd in 2020, I was connected to Floyd's family in my professional capacity with Ben Crump Law. The trial highlighted in real-time the lessons I was learning in NLC about the power of local leaders. Floyd's brothers and sisters encouraged me to run for office, expressing a need for leaders who can create a more just, equitable system now and in the future. As I make my bid to be a local leader, I use my NLC training every day, including fundraising, public speaking, and relationship-building. Beyond the curriculum, **NLC connected me with people in and outside of my cohort and taught me how to go out there and talk about the change I wanted to see in Tallahassee.**



## TIFFANY GALVAN & NICHOLAS LOPEZ

### SUPPORTING LOCAL BUSINESS

Tiffany Galvan (San Antonio '19) and Nicholas Lopez (San Antonio '18) were instrumental in the City of San Antonio's 2021 proclamation of Buy Local Season, Nov. 27 - Dec. 31. The proclamation recognizes the importance of supporting local, independent businesses.



## RAJESH NAYAK

### LEADING LABOR POLICY

In 2021, Rajesh Nayak (DC '13) was Senate-confirmed to serve as Assistant Secretary for Policy in the Office of the Assistant Secretary for Policy (OASP) at the United States Department of Labor. Rajesh previously served in a range of senior roles at the Department during the Obama-Biden Administration, including as the Secretary's Deputy Chief of Staff, Deputy Assistant Secretary for Policy, and Senior Counsel to the Solicitor.



## ERNEST LEVERT JR. NLC COLUMBUS

Founding Director,  
The Royal Oak Initiative (ROI)

### CLASS OF 2021

One of my most significant experiences in NLC was developing my capstone project, inspired partially by our session on labor, solidarity economics, and unions. I decided to focus on launching a chess-based producer cooperative; local makers could design and create their own chess sets, pieces, tables, and other locally made chess products. With encouragement and support from my cohort, mentors, family, and friends, I entered my idea for the Chess Cooperative into a local business pitch competition and ended up receiving the most votes and a community-funded grant! NLC challenged me to evolve the way I view mentorship. I was able to connect with and build relationships with new friendtots (friend + mentor) among my NLC cohort and NLC Columbus alumni.



## **JULES GOOD** **NLC NEW HAMPSHIRE**

Somersworth, NH Selectperson,  
Founder, Neighborhood Access

### **CLASS OF 2021**



The most important lesson that NLC taught me is that it's crucial to regularly take time to reflect on your past, goals, skills, and skill gaps.

LEAD weekend at Institute was a catalyst for helping me focus on my goals and formulate actionable steps to achieve them. **I was able to connect with other disabled 2021 Fellows throughout Institute, which introduced me to people I still collaborate with to this day.**

Many of the goals I set during LEAD weekend had to do with expanding my consulting business, Neighborhood Access, and becoming more involved in my local community. Over the past year, I've expanded my staff and clientele and have become part of several disability coalitions. It's been thrilling to see people get excited about our work and get involved.



## **EMILY LADAU** **NLC NEW YORK CITY**

Digital Content and Community Manager,  
Disability & Philanthropy Forum  
Author, *Demystifying Disability*

### **CLASS OF 2021**

**I wanted to be a Fellow to not only expand representation of disabled people in the cohort, but also expand my experiences beyond my own bubble.** A lot of the work done in social justice movements tends to be insular; often, based on our identities and issues, activists stick to their own communities. That's not a way to create change. **With NLC, I was able to connect with others beyond the communities I'm already a part of and be more effective together.** My cohort experience was a powerful opportunity to connect with people who care about the direction our country and planet are moving. We not only learned from speakers and from sharing our perspectives, but there was also power in learning with people who are so passionate about their work.



**DAVID  
RADCLIFF**

## WRITING FOR REPRESENTATION

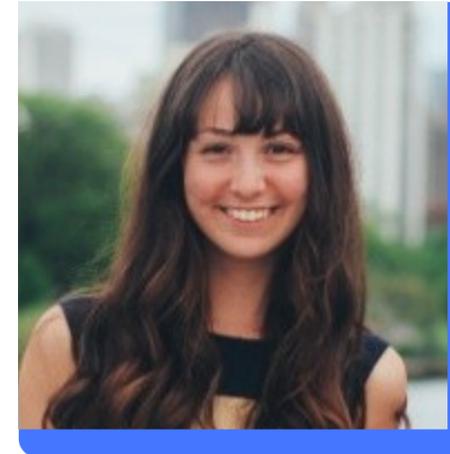
**David Radcliff (Los Angeles '16)** was a writer on *Waffles + Mochi*, a heartwarming Netflix series starring and co-produced by Michelle Obama. David, who is the chair of the Disabled Writers Committee at the Writers Guild of America West, used inclusive stories to meaningfully represent disabled folks in America.



**SEVETRI  
WILSON**

## INSPIRING RESILIENCE

**Sevetri Wilson (Louisiana '10)**, entrepreneur and CEO of Resilia, wrote her new book *Resilient* to help other founders navigate tech (and life) without having to go through some of the challenges she faced. “One of the biggest obstacles I’ve had to overcome on my founder journey has been accessing the right resources at the right time...but it’s also about accessing the right people and resources that can help you grow your company.”



## RENÉE MENART NLC SAN FRANCISCO

Communications and Policy Analyst,  
Center on Juvenile and Criminal Justice  
Author, *Demetri Makes a Memory Quilt*

## CLASS OF 2021

Following my Institute fellowship in 2021, I published *Demetri Makes a Memory Quilt*, a story of a young boy whose mom is in prison. When I was an NLC San Francisco Fellow in 2021, I was in the early stages of developing my children’s book. **For my capstone project, I aimed to successfully launch the book with proceeds benefiting families impacted by incarceration.** Through NLC I was connected to a community of folks who support criminal and juvenile justice reform, as well as communications and event planning professionals. My cohort even helped read and finalize my book’s manuscript. **As a first-time author, this support was critical.** Through Institute curriculum, I learned how to develop an audience, share my book on social media, and plan a successful hybrid launch party in November 2021.

**READ MORE AT THE NLC NEWSROOM**

# THANK YOU

**This exciting next chapter of NLC's story is possible because of our incredible community of volunteers, alumni, and donors.** The accomplishments and stories shared in this annual report were made possible by our generous communities across the nation.

Our volunteer chapter leaders keep our work rooted in the communities we serve. Our 750 volunteers dedicate their valuable time and talent to this organization, fueling the NLC movement in their communities. We know the change we seek would not be possible without our volunteers.

**Our donors fund NLC's program costs, curriculum development, staff, and our alumni engagement and support activities each year. With support from our donors, NLC is able to offer our six-month Institute program to all Fellows at no cost.**

Together, we are investing in local leaders in communities across the country - new leaders who center equity, build trust, and reflect the communities they serve. They connect across industries, issues, and identities to make a collective impact.

**This year, our annual report is focused on our next phase, an incredible opportunity to embody our value of continuous growth in how we run this ever-expanding organization.**

You can learn more about the leaders guiding NLC - our Board of Directors, National Program Committee, and National Diversity Committee - on our [website](#). Our financial statements are also available online.

If you have any questions, we would love to hear from you at [info@newleaderscouncil.org](mailto:info@newleaderscouncil.org).