

STRATEGIC PLAN 2021 - 2024

EXECUTIVE SUMMARY

OUR MISSION

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

OUR VALUES

EQUITY

Commitment to creating societies and systems that administer justice for all

ANTI-OPPRESSION

Centering human dignity and liberation for all people; Addressing and ending systemic inequalities

ACCOUNTABILITY

Taking responsibility for one's actions, behaviors, commitments, and growth

CONTINUOUS GROWTH

Encouraging yourself and others to evolve and grow based on new learnings and difficult conversations

OUR 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.

TRANSPARENCY

Fostering trust through consistent policies and clear decision-making practices

PROGRESS

Training and investing in leaders who are committed to moving the communities they serve and the country forward

TRUST

Confidence that we can be vulnerable with each other and work together without ego

COMMUNITY

Celebrating our collective impact is stronger than acting alone

THEORY OF CHANGE



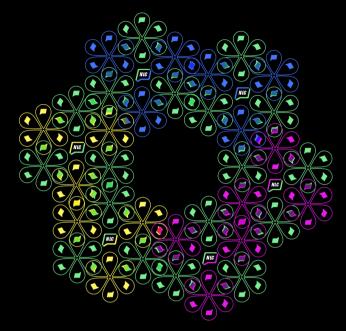
Across the country, those on the frontlines of change are utilizing the energy, resources, and skills that exist within their communities.



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.



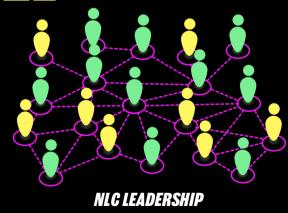
The NLC movement propels our leaders on trajectories that actualize a more sustainable, intersectional, and equitable future.

LEADERFUL MODEL

Gone are the days with one archetype we trust to lead. NLC's leaderful model challenges the "heroic individual" narrative and places power in networks of proximate leaders.



TRADITIONAL LEADERSHIP MODEL



MODEL

Source: Leadership Learning Community

BACKBONE MODEL

With over 750 volunteers leading nearly 50 chapters across the country, NLC will invest in a backbone model where HQ supports our chapter network. The backbone model ensures the NLC movement not only meets the organization's nationwide goals but also supports local chapters' ecosystems and alumni's collective impact.



STRATEGY & VISION

SET A SHARED VISION AND MISSION; CREATE A COMMON AGENDA



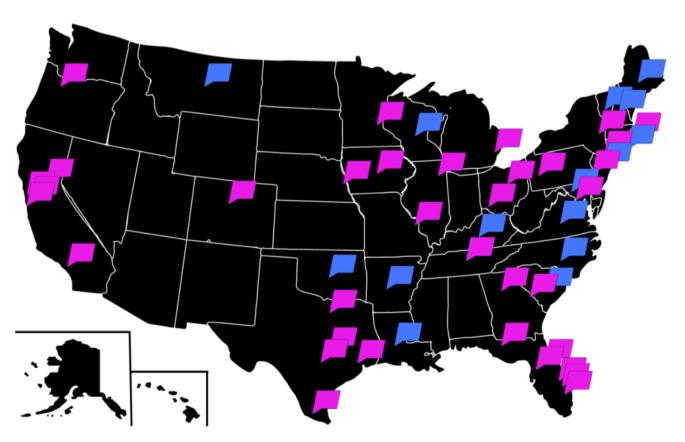
OPERATIONS

SUPPORT CHAPTERS THROUGH INFRASTRUCTURE AND OTHER OPERATIONAL SUPPORT



KEY PRIORITIES

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





GOALS AND OBJECTIVES



VALUES ALIGNMENT

Embody our organizational values in everything we do.

OBJECTIVES

- 1.1. Developing and implementing policies that are anti-racist and anti-oppressive; reviewing and revamping existing policies through this lens.
- 1.2. Cultivating a culture of inclusion and belonging at all levels within NLC from programming and operations to governance and finance.
- 1.3. Modeling transparent practices internally and externally as an inclusive leadership community.



SUSTAINABLE ECOSYSTEMS

Build long-term systems and infrastructure that bolsters NLC volunteers' ability to collaborate and drive impact.

OBJECTIVES

- 2.1. Providing advanced infrastructure that serves as the backbone supporting the NLC network across chapters, caucuses, Fellows, and alumni.
- 2.2. Supporting NLC chapters to become sustainable ecosystems and local infrastructure for proximate leadership development and systems change.
- 2.3. Mobilizing resources and a dynamic donor engagement program that allows for flexibility among chapters while ensuring each chapter's sustainability.

EQUITABLE LEADERSHIP DEVELOPMENT

Curate leadership development training, programming, and experiences that accelerate equitable social and political change.

OBJECTIVES

- 3.1. Fostering a leadership development model that expands leadership opportunities for place-based, proximate changemakers historically excluded from decision-making roles.
- 3.2 Creating programming and systems that support NLC alumni as they evolve into advanced leadership phases and responsibilities.
- 3.3. Training Fellows and alumni to lead collective impact across issues, industries, and identities.

4

COMMUNITY & COLLECTIVE IMPACT

Develop local and national networks that fuel NLC alumni's power to advance equitable collective impact.

OBJECTIVES

- 4.1. Mobilizing and organizing the NLC network for equitable social and political change.
- 4.2. Identifying the local and national causes NLC will champion in its mobilization agenda.
- 4.3. Building strategic partnerships that deepen NLC alumni's impact, expand chapters' ability to serve their communities, and advance our movement's priority causes.



STORIES OF PROGRESS

Elevate the power of NLC stories to advance our vision of leadership and progress for our communities.

OBJECTIVES

- 5.1. Educating our key audiences to reinforce "the why" and impact of leaderful networks.
- 5.2. Raising the visibility of NLC's brand nationally and locally to increase our alumni's collective impact.
- 5.3. Using our narrative power to promote an affirmative vision of leadership and progress for equitable collective action.

THANK YOU

This strategic plan was made possible by the outstanding dedication and commitment to transparency and growth of many NLC stakeholders. The following groups of individuals worked closely with The Raben Group consulting team throughout the process. The organization is indebted to the exceptional work of these volunteers.

- NLC 2020 Strategic Plan Advisory Council (SPAC) members*
- Former and current Chapter Directors and Caucus leads
- National Board of Directors
- National Programs Committee members
- National Diversity Committee members

It is with great gratitude the New Leaders Council staff acknowledges each member, from Fellow to Senior Volunteer, for their continued commitment to the growth and improvement of this organization. Thank you.

NLC 2020 STRATEGIC PLAN ADVISORY COUNCIL (SPAC) MEMBERS:

Amanda Ponce, NLC Omaha Chapter Director Brandon Mack, NLC Houston Chapter Director Brandi Wyche, NLC Atlanta Chelsea Judith Wilson, NLC Oklahoma Chapter Director Callie Chamberlain, NLC Twin Cities Founder Claudia Paraedes, NLC Oakland Chapter Director Charisse Price, National Programs Committee Chair Candace Stanciel, National Diversity Committee Chair Dean Guzman, NLC San Francisco Chapter Director Jerry Bruno, NLC NYC Chapter Director Joy Dixon, National Programs Committee Vice Chair Joi Jackson-Morgan, NLC San Francisco Chapter Director Karen Pandy-Cherry, NLC Black Caucus Co-founder Kellan White, NLC Philadelphia Chapter Director Kylie Patterson, NLC Maryland Advancement Chair Lucerito Ortiz, NLC Los Angeles Chapter Director Mike Bare, NLC Milwaukee and Madison Founder Michael Toland, NLC Columbus Deputy Chapter Director MaryEllen Veliz, NLC San Antonio Chapter Director Sean Anderson, NLC Chicago Chapter Director Tim Mason, National Programs Committee Vice Chair Yuh Wen Ling, SPAC Chair and NLC DC Chapter Director