



**NEW
LEADERS
COUNCIL**

WHAT'S NEXT FOR LEADERSHIP

2020 ANNUAL REPORT

what's next for leadership?

Just like that, 2020 has come and gone, yet will leave an indelible mark on our lives. We have seen the best and the worst of leadership this year. The COVID-19 response, ongoing movement for racial justice, and a democracy-shaking election demand better.

Now, many are asking an urgent and necessary question - what is next for leadership in America? What is the path forward in a year unlike any we've seen in our lived history? Who is equipped to guide us into living up to our country's highest ideals?

My answer is New Leaders Council.

At NLC, we know this much to be true: Change does not happen with just one year, one election, or one individual leader. It takes years of hard work, and must take root through local leaders who know what their communities need and know how to lead in this moment.

Our leaders continued to show up for their communities, while also living with their own losses and pain. NLC New Jersey alumni Dr. Magdala Chery lost both of her parents to COVID-19, but then quickly returned to seeing patients as a primary care physician. She then founded the #NotJustABlackBody Campaign honoring the Black lives that were disproportionately lost due to COVID-19, while equipping the community with knowledge on the injustices and racism embedded in the healthcare system. Dr. Chery is also serving as a national

voice for supporting the mental health and wellbeing of healthcare workers.

Dr. Chery's leadership in this time of crisis embodies what we need from our leaders -- today and in the future.

We need leaders who are from the communities they serve. Leaders who are committed to advancing equity in everything they do. Leaders who will transform our country into what it aspires to be.

For 15 years, NLC has trained 9,000 changemakers across identity, issue area, and industry. Year after year, our 50 chapters have remained committed to building local ecosystems of civic engagement because real, sustainable change means showing up for the communities we serve consistently.

In 2020, we saw the NLC community show up for their communities and each other. They represent the best of leadership. In January, we will welcome another class of fellows in chapters across the country. These 866 emerging leaders are committed to building a country that centers equity, progress, and justice. They are educators, organizers, journalists, entrepreneurs, frontline workers, and elected officials.

And they're ready to write the next chapter in our country's history.

Just as we encourage our leaders to grow and evolve in their leadership journeys, New Leaders Council is committed to doing the same.

In 2021, we are launching new systems to support our alumni - offering a digital platform for leaders across the country to collaborate, maximize the impact of their work, and find learning opportunities to continue their leadership development.

What's next for NLC also includes a new strategic plan and brand identity that reflect our theory of change for America and the energy in our organization. In the new year, we are excited to share our vision and plans that will build a more sustainable, intersectional, and equitable way forward.

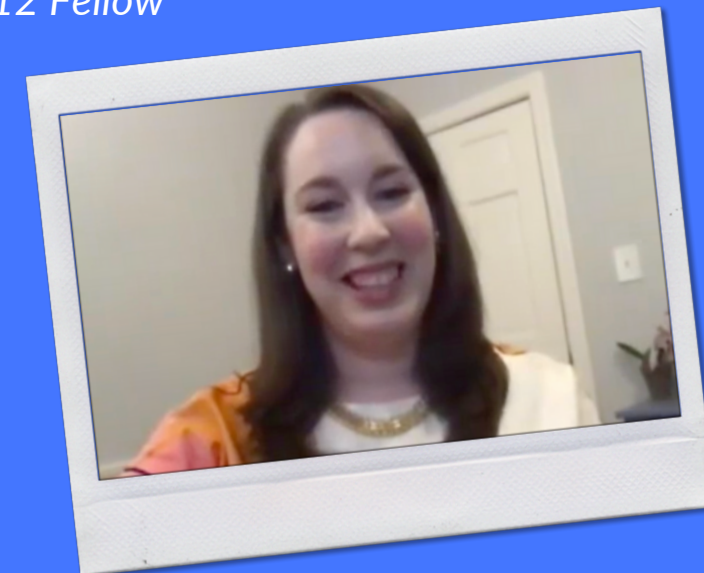
As you read this annual report and learn more about our collective impact through 2020, I hope you will see the future of leadership has arrived - and it is here at New Leaders Council.

Onward,
Clare

Clare Bresnahan English

President & CEO

NLC DC 2012 Fellow



leadership matters

This year has reaffirmed what we have known for 15 years - leadership matters.

And yet no single leader can be the solution to every crisis we have faced this year. A leaderful movement - one that centers collaboration and compassion - is needed to create urgent, equitable solutions. Our nation's healthcare workers, equity champions, local lawmakers, activists, and county clerks guided our communities through a pivotal time in the country's history. These leaders - many who are NLC alumni - turned to their trusted NLC community for help putting their work into action.

This year demonstrated the need for cross-sector networks to respond and rebuild. NLC's alumni healthcare workers were not just looking for other healthcare workers to support their efforts through the pandemic - they reached out to local nonprofit organizations, corporate social responsibility teams, journalists, and countless others to share vital information, secure PPE, and get much needed support from across their trusted NLC network.

Trust needs to be built before a crisis. Skills need to be built before a crisis. Local networks need to be built before a crisis. So that when pivotal moments of action are required, we can mobilize and act - one of NLC's most powerful capabilities.

NLC trains all of our fellows, regardless of sector and experience, on the same core skills, ensuring that our alumni are ready to lead when they are called to serve. This report is filled with stories of how our alumni have put these skills into practice throughout 2020's challenges.

If we want to change systems, then we must start by investing in people who are closest to the problems in our country, for they are also closest to the solutions. At NLC, we recruit proximate leaders who have the expertise, experience, and resilience to implement change, and provide the skills and network for them to make that progress real.

This year reaffirmed that every minute, dollar, and thought spent in service of this organization was worthwhile. The groundswell of inclusive, local leaders emerging from NLC not only validates our belief in this program and community... it proves that what we do works.

Our 15 year track record shows that building an ecosystem of local changemakers pays off in dividends that achieve political and social change, especially when it's needed most.

We will continue to invest in the promise of New Leaders Council - and we hope you will too.

With gratitude,
Mark & Candace

Mark Walsh

*Chair
Board of Directors*

Candace Staniel

*Secretary
Board of Directors*



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“I am humbled by the group of passionate, caring, smart, and motivated individuals, who bring so much hope and potential for the future. NLC has brought me the clarity, motivation and support that I needed to continue being an advocate for change, as well as implementing change where I can, for a better world.”

Anh Tran
NLC Silicon Valley

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“

AN NLC FELLOWSHIP SURROUNDS YOU WITH AMAZING, VIBRANT, AND ENERGIZING PEOPLE. YOU'RE ENRICHED BY THEIR THOUGHTS, YOU'RE ENERGIZED BY THEIR VISIONS, AND - ALMOST INSTINCTIVELY - YOU BEGIN TO USE THE EXPERIENCES THEY SHARE AT INSTITUTE TO RECONSTRUCT MANY OF YOUR OWN PERCEPTIONS. BEING A PART OF SUCH AN AMAZING COHORT LED ME TO DISCOVER A DIFFERENT WAY OF PERCEIVING THE WORLD AND THINKING ABOUT THE CHANGES THAT NEED TO BE MADE WITHIN IT.

”

PATRICK JOYAL
NLC PITTSBURGH

An Ecosystem of Leaders

We recruit high-potential emerging leaders from diverse backgrounds for our leadership programs. New Leaders Council is one of the few organizations focused on building a coalition of diverse leaders across identity, industry, and issues.



IDENTITY

While our programming serves emerging leaders across all identities, we uplift and center BIPOC, women, LGBTQIA*, and other leaders that hold marginalized identities. This allows us to prioritize underrepresented voices as the majority of people who receive training, but also ensures that our cohorts are intersectional across identity.



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 the interconnected systems for policy, advocacy, and change.



INDUSTRY

NLC knows the value of multi-sector networks and coalitions for building infrastructure and sustaining systems change. One third of our Fellows each work in the non-profit, private, and government and political sectors.

THE 2020 FELLOW CLASS

930
FELLOWS

66%
BIPOC

64%
WOMEN

22%
LGBTQIA*



The NLC Institute

NLC's core program, the NLC Institute, is delivered across the country in each of our chapters and offered at no cost to participants.

Unlike most leadership development organizations, NLC isn't a one-weekend boot camp parachuted into a community, but rather a six-month place-based learning environment, followed by experiential learning as volunteer NLC Chapter leaders.

The program focuses on skills building for each cohort on issues such as entrepreneurial goal setting, strategic communications and digital outreach, finance and fundraising, coalition building, public policy, and equity and inclusion.

Each chapter tailors our national curriculum to the needs of the local community; flexibility to address local issues is a core part of the NLC program. Our chapters use national and local trainers to implement the program, providing a premier training experience and a strong grounding in the local community.

“Applying to NLC San Antonio provided so much value not only to my professional career but also, personally. Throughout the institute, I was working alongside peers who also had a passion for building and sustaining a more equitable future. The institute helped me discover my voice and allowed me to take action within my own community. Being a fellow helped me grow and I'm so thankful for being part of this amazing experience.”

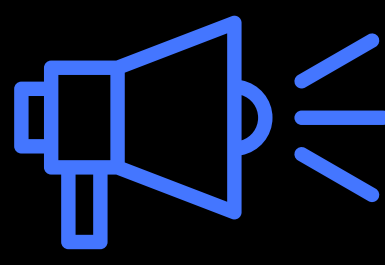
Christina Olivarez
NLC San Antonio



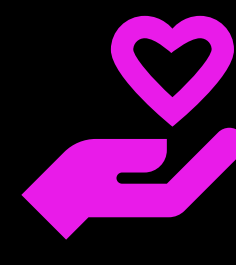
NO COST TO
FELLOWS



TRAINS POWER
SKILLS



EXPERIENTIAL
LEARNING

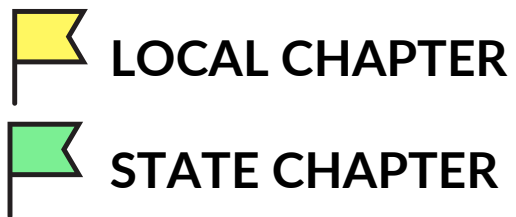


BUILDS TRUST &
COLLABORATION



LOCAL
CURRICULUM

07



SOUTH TX FRONTERA
ST. LOUIS
SW OHIO
TALLAHASSEE
TAMPA BAY
TWIN CITIES
VERMONT
VIRGINIA
WASHINGTON DC



Training Through COVID-19

As an organization serving community leaders, many of whom were on the frontlines of the COVID-19 crisis, we knew we had to respond quickly to protect the health and safety of our Fellows and their communities.

We adapted our proven training model and delivered it online, while continuing to provide the relationship building that typically results from person-to-person engagement across our chapters.

In fact, our survey of 2020 Fellows found that our digital program yielded the same outcomes compared to previous years.

01

DIGITAL INSTITUTE

In March, NLC immediately facilitated the transition of all Institute trainings to digital delivery. To support our chapter leaders with the transition, core skills training was managed at the national level with local sessions on topics unique to each chapter.

02

EMPHASIZING EQUITY

The pandemic has exacerbated the existing racial disparities in healthcare and economic opportunity. Diversity, equity and inclusion are core tenants of the NLC Institute curriculum and were present in all conversations about COVID-19 and needed responses.

03

COMMUNITY CARE

NLC created a series of community care events and opportunities from cooking classes to progressive pilates. By supporting our individual leaders with virtual events, and emphasizing the importance of community care for progressive leaders, we were building capacity for our alumni to lead their communities through the pandemic.

04

ADAPTIVE LEADERSHIP

We trained each of our chapter leaders how to respond and adapt to the unfolding crises throughout our program year. We offered flexibility from our standard training schedule, so chapter leaders were equipped to respond to local challenges and offer support to their fellow class.

A Movement for Equity:

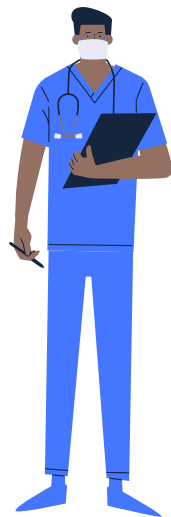
A Case Study from the 2020 NLC Boston Cohort

Our 2020 NLC Boston Fellows utilized their leadership training & network to create a movement for the more equitable care of COVID-19 patients.

1 Discover a Problem

A 2020 NLC Boston Fellow was an ER physician and frontline worker in the fight against COVID-19.

On April 3, Dr. Alister Martin learned about the criteria for ventilator allocation and was concerned about racial bias.



As a result of the Coronavirus's initial outbreak, hospitals across Massachusetts were running out of ventilators, and they had to prepare to institute a system called "Crisis Standards of Care". This essentially is the system to choose who gets a ventilator and who does not.

The policy stated that the more chronic medical conditions a patient has the less likely they are to get a ventilator. Hospitals began considering conditions that were disproportionately found among people of color.

2 Assemble a Team

Initially, he reached out to his colleagues. While they shared his concerns, they did not know how to change the policy.

Next, Dr. Martin reached out to his class of NLC Fellows in Boston to share his concerns. That's when the spark for change ignited.

3 Find a Solution

The Boston 2020 Cohort included a bioethicist, public servants, communications professionals -- who each leveraged their unique talents to develop an alternative Crisis Standards of Care and map out a strategy to quickly change state policy .

4 Launch a Campaign

Using the communications and advocacy trainings from NLC Institute, these leaders created a social media campaign to raise awareness about their concerns with the care guidelines and to suggest alternative criteria.



5 Educate the Public

Another NLC Fellow secured local and national media coverage to discuss the growing grassroots movement. These stories helped inform the public and build support for the proposed solution.



6 Engage Stakeholders

A NLC fellow, who works for the state legislature, leveraged the social media campaign and her professional network to engage state and federal lawmakers and bring light to the issue.



7 Build Grassroots

Together, they began a grassroots organizing campaign to mobilize physicians, nurses, social workers across five hospitals in opposition to the policy. The Fellows secured +1,000 signatures on an open letter in support of an alternative approach.



8 Make a Difference

On April 20, the Crisis Standards of Care Advisory Committee reversed course and revised the guidelines based on the activism of these NLC Fellows and the work of other advocacy groups throughout the state.

9 Lasting Change

As the first time many hospitals were considering using the Standards of Care, the more equitable version is now the baseline for future scenarios and healthcare crises.

Leading Through COVID-19

New Leaders Council is proud of our Fellows and alumni who continue to serve as local voices in their communities.

They are the leaders who have taken action to keep us healthy, well, and connected. These leaders will be there to rebuild what has been lost during this pandemic. These leaders will continue to focus on taking care of each other, not just themselves, in an effort for a stronger community and a stronger nation.



ADDRESSING FOOD INSECURITY

NLC Palm Beach came together to give back to their community by volunteering with Feeding South Florida, in partnership with the City of Greenacres and Mayor Joel Flores.

LAUNCHING MUTUAL AID FUNDS

Harish Patel (NLC Chicago) and Ebony Scott (NLC Chicago) launched a COVID-19 emergency cash assistance fund called #GiveTogetherNow Chicago. This fund provided a one time \$500 cash transfer to Chicagoans who have lost income due to the effort to contain the virus. Also, Crystal Hudson (NLC NYC) launched a mutual aid group in Prospect Heights, Brooklyn to support her neighbors during the COVID-19 crisis.

PROMOTING COVID VACCINES

Ashley Nealy (NLC Atlanta) volunteered for a vaccine trial to ensure that Black Americans were represented. She has appeared on national television talking about her experience and building trust for the process.

SUPPORTING SMALL BUSINESSES

NLC San Antonio alumni served with Mayor Ron Nirenberg and his staff to pass out personal protective equipment to local small businesses. COVID-19 changed so much for local small businesses, and they wanted to help them in some small way.

INVESTING IN OUTDOOR SPACES

NLC Detroit alumni partner with Motor City Makeover to perform neighborhood clean-up. As a result of COVID-19, it was more important than ever before to have clean, beautiful outdoor spaces.

NLC Counts & NLC Votes

As an organization focused on educating and connecting local and statewide leaders throughout the country, we know that coordinated efforts across decentralized systems have the ability to make a significant collective impact -- as we saw this year with the record-breaking voter turnout.

Thousands of NLC alumni served their communities as census & poll workers, volunteers, organizers, and elected officials. As leaders closest to their communities, each had unique solutions to overcome barriers to accurate census counts and voting - from organizing free childcare to translating information into other languages.

The progress made by our alumni as community advocates prove that investing in local leadership is fundamental to building power and sustaining equitable change.



Mario Castillo (NLC Houston) with his family - It was his dad's first time voting!

CENSUS ADVOCATES

In partnership with Comcast, NLC organized events to educate our alumni and community leaders on the importance of an accurate census count this year. With a specific focus on engaging historically undercounted identities, our leaders became fierce local advocates for the census.

REGISTERING VOTERS

As a premier partner for National Voter Registration day for several years, NLC leaders have a proven commitment to promoting democracy through increased voter participation and access. Our chapters hosted virtual events and engaged their places of work from food banks to hospitals.

ORGANIZING ONLINE

Recognizing the important transition to increased digital engagement in light of COVID-19, NLC equipped our leaders to leverage Facebook and Instagram to share vital voter information and promote civic engagement. We also conducted relational organizing training for our alumni community to understand peer to peer organizing.

INTERGENERATIONAL PARTNERSHIPS

NLC launched an internal and external messaging campaign to recruit more poll workers. This intergenerational collaboration with AARP and Power The Polls allowed us to recruit young poll workers whose identities reflect the community in which they serve.

Leading our Democracy

This election is not measured by any one race, but by the local leadership which shaped our democracy to become more representative than ever before. Increasing the civic health of our communities extends far beyond one election cycle. It took years of infrastructure building to ensure there were leaders in place who knew their communities and how to lead in this moment.

Diverse leaders worked across identities, industries, and issues to advance equity in our democracy. As alumni of New Leaders Council's leadership development program, they collectively reached millions of Americans to expand voting access and civic engagement.



MOBILIZING ACROSS INDUSTRIES

Chris Hollins (NLC Houston) stepped in as interim Harris County Clerk in June and was the youngest person to ever hold the office and the first person of color to serve in this position. Hollins expanded access for early voting, from offering a 24-hour voting period to drive-thru voting locations; which resulted in 1.4 million early ballots cast. Chris previously work as a management consult and attorney. His private sector background made him uniquely qualified to handle both the systems change and legal obstacles of the role.

MOBILIZING ACROSS IDENTITIES

Nse Ufot (NLC Atlanta) is the CEO of New Georgia Project, which registered thousands of voters - the majority of whom were people of color, young people, and women - to expand the electorate and deliver record turnout in Georgia. Under Nse's leadership, New Georgia Project is organizing across intersectional coalitions to ensure voters better reflect Georgia's population.

MOBILIZING ACROSS ISSUES

Dr. Alister Martin (NLC Boston) founded VotER, a nonpartisan, nonprofit health-care based voter registration organization. Its mission is to encourage voter participation by equipping participating healthcare providers to help patients request their mail-in ballots while they wait in healthcare settings like doctors' offices and hospitals. Dr. Martin's work helped connect healthcare issues to the need for more civic engagement.

Reflecting our Democracy

This year, over 100 members of the NLC community ran for office, with 74 folks - and counting, winning their elections in 23 different states. They will be joining hundreds more in the NLC Elected Official Network serving in elected office at the local, state, and federal levels.

Many of our alumni serving in elected office are "firsts", representing significant shifts in representative leadership.

This year NLC had the opportunity to speak about the importance of reflective democracy at the Concordia Annual Summit. Our alumni panelists Maryland Del. Jheanelle K. Wilkins, King County Council Member (WA) Girmay Zahilay, and Palm Beach School Board Member (FL) Alexandria Ayala each represented important "firsts" for their communities.



MEMBER-ELECT RICKY HURTADO

Ricky Hurtado (NLC North Carolina) is the first Latino Democrat elected to NC State House and successfully flipped a seat. His district will include the city of Graham, which gained attention in 2012 when the DOJ brought a suit alleging the County Sheriff used racial epithets. Most recently, the city's police officers deployed tear gas on a group marching to the polls to vote. Hurtado's victory is incredible, not only for the 21,000 Latinos in his district, but for all of the residents who have lived in fear and mistrust of their elected leadership.



COMMISSIONER NIDA ALLAM

Nida Allam (NLC North Carolina) became the first Muslim woman elected to any political position in North Carolina history. Nida was elected as Durham County Commissioner and her election also led to the first all-female Durham County Commission.



SARAH SOUZA & HANS HOW

Sarah Souza (NLC San Francisco) is a fierce leader at the forefront of immigrant issues and a DACA recipient. With support from her 2020 NLC SF cohort, including Hans How, Sarah successfully led a ballot initiative in San Francisco that allows non-citizens to serve on city commissions and advisory boards. Hans, as an asylee himself, is a nationally recognized advocate for LGBTQ+ asylum seekers. This proposition is a significant step towards a more reflective democracy and creates new paths for leaders like Sarah and Hans to serve their city.

Equity, Justice & Leadership

The murders of George Floyd, Breonna Taylor, and Ahmaud Arbery - and the loss of countless Black lives to police brutality, white supremacy, and the criminal justice system - tragically underscore a reckoning for racial justice that is 400 years overdue.

Throughout the year, the NLC community took to the streets, their places of work, and local government in the ongoing fight for racial justice and police accountability.

In Minneapolis, NLC Twin Cities' existing partnership with The Minnesota Freedom Fund helped pay bail of those arrested during the uprisings and after. NLC Twin Cities also served with rapid crisis response efforts of fire relief, observers, medic support, food assistance and more.

And across the country, NLC alumni drove anti-racist policy and systems change in their communities.



Re-Imagining Public Safety

City Council Member Phillipe Cunningham (NLC Twin Cities), in coalition with community members, activists, organizers, and survivors, led critical efforts to re-imagine public safety in Minneapolis. His leadership was crucial in re-directing funding to violence prevention and community well-being. This includes ensuring dedicated mental health crisis teams respond to non-threatening calls for service, without police on scene.

Maryland Delegate Jheanelle Wilkins (NLC DC) was involved in state-level reform proposals regarding Maryland policing, and in Montgomery County, Maryland. "We are not here to make ourselves feel good — that a little cosmetic change has been made," she said. "We are calling for transformation."

Changing the Justice System

KenDrell Collins (NLC Arkansas), spends most of his time working on the frontlines of the legal system as a public defender. In 2020, he was appointed by the governor to Arkansas's newly commissioned Law Enforcement Task Force, where he is working to transform state policy and confront racial injustices in policing. In this work, KenDrell is working with leaders across the state to make a more equitable, accountable, and just system.

And NLC alumni were elected to key District Attorney offices this November. Harold Pryor (NLC Broward) was elected Broward County's top prosecutor, demonstrating a mandate for criminal justice reform and Jared Williams (NLC Augusta) became the first Black district attorney in Augusta, Georgia's history.

Speaking Truth to Power

Michael Deegan-McCree (NLC Los Angeles) authored a piece in USA Today on how the unjust killings of George Floyd and Ahmaud Arbery are modern-day lynchings. In the piece, Michael lobbied a national audience to demand the Emmett Till Antilynching Act be brought to the floor of the Senate. "We need more than viral videos. We need a national response and implementation of policy to protect the Black community," he said.



CONVENTION @ HOME

Virtual Convention

1,000 LEADERS.

58 NLC STORIES.

3 INCREDIBLE DAYS.

In a year unlike any other, our community needed an NLC convention unlike any other. And wow - NLC Convention: AT HOME elevated our understanding of what a digital experience can look and feel like. Most of all, it was you - our alumni and supporters - who made this year's convention so meaningful.

This year's convention reminded us that progress isn't cancelled, even if we can't meet in person. We will be the ones to carve out pathways to justice, equity, and progress. We will continue to show up for our communities and our country.

CONGRESSWOMAN LAUREN UNDERWOOD

U.S. HOUSE OF REPRESENTATIVES, IL-14
NLC WASHINGTON DC

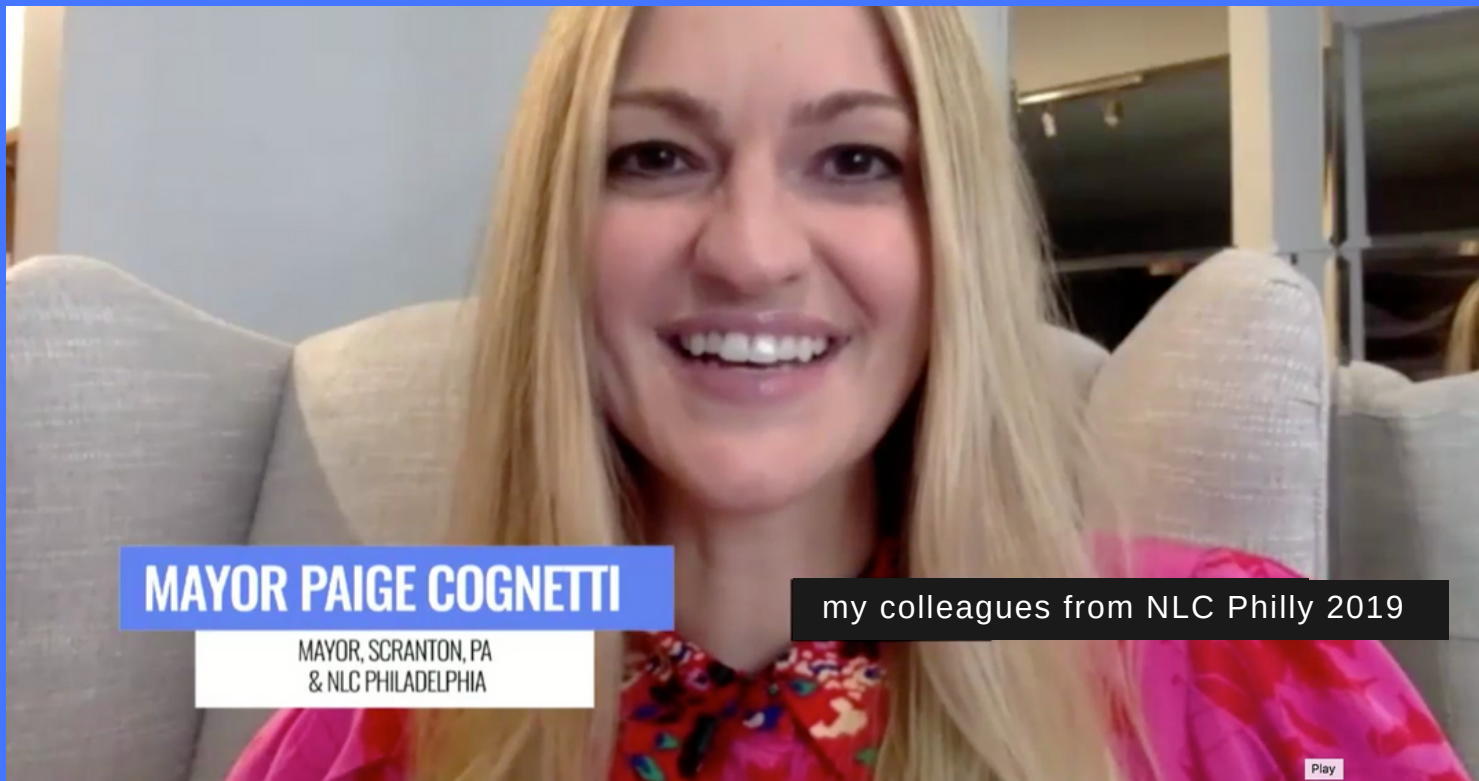
NEW
LEADERS
COUNCIL
CONVENTION
at home



10,793
COMMENTS
MADE BY
ATTENDEES

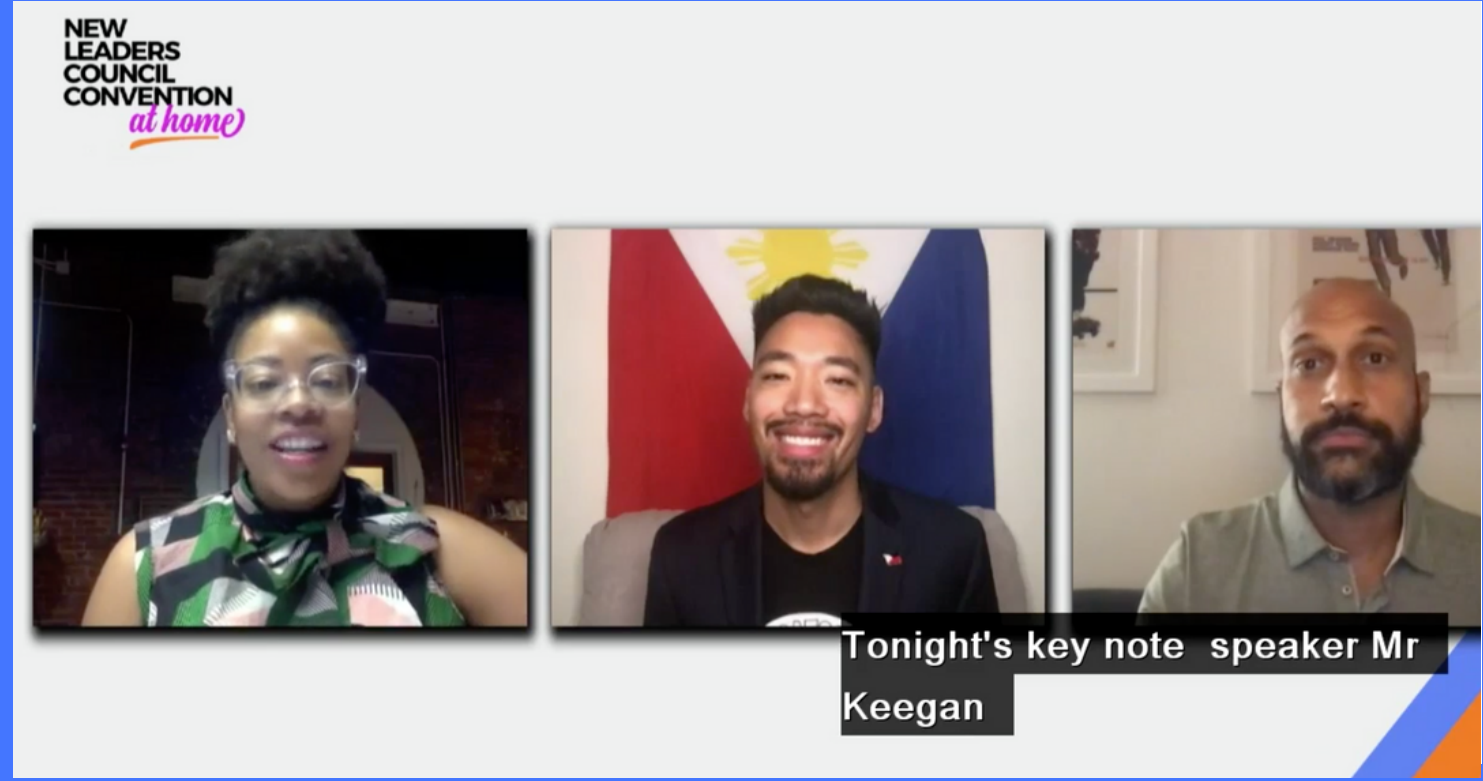


488
MINS SPENT AT
CONVENTION ON
AVERAGE



94
SPEAKERS

...INCLUDING GRITTY



1,035 REGISTRANTS

COST TO ATTEND WAS \$25

Equitable and inclusive access to our convention was made possible by the 100+ pro-bono hours contributed by Comcast and their production team.

NLC Sparktalk!

THE F WORD: FORGIVING OR FAKING



Sheba Williams was born and raised in Richmond, VA. She is a Norfolk State University alum and has professional licenses in Cosmetology and Barbering. Sheba is a mobile barber stylist, traveling to clients anywhere from DC to NC. Meeting so many people from different walks of life and being actively involved in so many community service projects, Sheba found that more people than she realized had at least one thing in common with her... a felony conviction.

Her passion for helping others be more than a conviction led her to start a nonprofit, Nolef Turns Inc. in 2016. The organization was birthed to be a support system for those with justice and court involvement but quickly evolved into a day to day fight for removing the policies and stigmas around a past conviction.



Convention Speakers included:

Judy Heumann & Keah Brown

Disability rights activists

Keegan-Michael Key

Writer, Actor, and Producer

Vanita Gupta

The Leadership Conference on Civil and Human Rights

Ai-jen Poo & Jess Morales Rocketto

National Domestic Workers Alliance

Congressman Joaquin Castro

U.S. House of Representatives, TX-20

Mayor LaToya Cantrell

Mayor, New Orleans, LA

NLC Honorary Co-Chairs

Cook County State's Attorney Kim Foxx

Assemblyman Michael Blake

Secretary Julián Castro

Columbia, SC Mayor Stephen Benjamin

Senator Tim Kaine

[CLICK HERE TO LEARN MORE ABOUT NLC CONVENTION](#)

Thank you

The accomplishments shared in this annual report were made possible by our volunteers and our donors.

Together, we are investing in the development of strong, local leaders in communities across the country.

Our volunteer chapter leaders keep our work rooted in the communities we serve. They give so much of their time and talent to this organization, and we are eternally grateful. We would not be NLC without you.

Our donors fund the program costs, curriculum development, staff, and alumni support each year. We could not be NLC without you.

This year, we wanted to focus our annual report on the incredible leadership demonstrated by our chapters and alumni. As a result, you can find more details on the important administration of the organization in the links below.

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.