



AmeriCorps Alums

A Pathway to Vibrancy and Viability

An Impact and Sustainability Case for Investment

AmeriCorps Alums is seeking venture partners to invest in a social enterprise that mobilizes the leadership and commitment of national service alumni to solve our nation's toughest community challenges.

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Vision, Mission, Values



AmeriCorps Alums creates a force for change in America's communities by empowering national service alumni with the tools and resources they need for a lifetime of civic leadership.

VISION

AmeriCorps Alums believes that the lifetime engagement of alumni is a transformational force for change in America's communities.

MISSION

We inspire, equip and engage national service alumni to fully realize their potential as change agents and civic leaders in communities.

VALUES

- **Service** - Service to country and community has been and is what will make this country great.
- **Idealism** - Those with the will to work can do great things and solve any problem.
- **Leadership** - Greatness requires leaders who've nurtured the courage and skill to face great challenges.
- **Passion for Progress** - Even if the problem seems insurmountable, do something.

A Brief History



Foundation upon which to build:

- Experience in cultivating a sustainable enterprise: mission-aligned, earned income generating activities and unrestricted gifts that account for more than 40% of its budget.
- Thought leadership and public policy: AmeriCorps Alums has built credibility in a field that wants it to succeed. This includes the design and passage of a National Service Reserve Corps program and a bill to eliminate taxation on alumni's education award--a value of over **\$3M to alumni over 5 years**
- Consistent investments in building an online presence and successful experiments in social media position the organization well to leverage technology.

Historical challenges addressed in a new strategy:

- Insufficient organizational arrangements and technology systems for acquiring alumni data at scale.
- Hand to mouth subsistence : uncertain fiscal environment diverted resources from long-range investments with an eye toward sustainability.



The Need



A changing nonprofit and civic sector needs talent:

Leaders in philanthropy and the nonprofit sector consider cultivating **talent and leadership for the field a critical need for the future.**

By 2016 the nonprofit sector will need 80,000 new senior managers each year, 40 percent more each year than is currently required.

- The Bridgespan Group

AmeriCorps Alums' new mission-focus on providing value in the **leadership development to national service alumni** will make it an important contributor to the sector.

"We have a leadership deficit, a talent deficit, when it comes to replacing so many who are running these community based organizations right now. I can't think of a better pipeline than (AmeriCorps) to engage these folks, to expose them initially to public service to let them learn about putting their values and their mission to work back for the community."

- Janet Murguia, President and CEO,
National Council of La Raza, 2008

The Opportunity



AmeriCorps generates the emerging leaders that communities and nonprofits need:

- 85% of the current marketplace of alumni are between the ages of 25 and 40.
- 73% of AmeriCorps participants have completed or had some college experience.

Alumni can be a powerful force for social change as a result of their service*

- More knowledgeable of community, civic, and social issues than the average population;
- Many alumni continue careers in social purpose fields
- Higher levels of aptitude, attitudes, and behaviors related to civic engagement, like volunteering, philanthropic giving, organizing community activities, voting, etc.

* Findings from *Still Serving: Measuring the Eight-Year Impact of AmeriCorps on Alumni*, CNCS, March 2008

National Service is on a new accelerated path to scale:

AmeriCorps alumni to **double their ranks at three times the pace** of the past 15 years—reaching 1 million members by 2014 and 2 million by 2020.

Fiscal Year	Projected Authority	Projected Enrollment (Efficiency Rate)	Projected Completion (Graduation Rate)
2010	85,000	78,200 (92%)	62,560 (80%)
2011	115,000	108,100 (94%)	88,642 (82%)
2012	140,000	131,600 (94%)	107,912 (82%)
2013	170,000	163,200 (96%)	130,560 (82%)
2014	200,000	180,000 (90%)	153,000 (85%)
TOTALS	710,000	661,100	542,674 new alumni in 5 years

Key Strategic Shifts Made by the Organization



Beginning in FY2010 AmeriCorps Alums will implement a mission-driven business plan that aims to build a sustainable and self-sufficient organization by FY2013 and more rigorously focus on supporting the continued civic leadership of thousands of national service alumni.

1. **Focus our narrative. Focus our program.**

AmeriCorps Alums will rigorously pursue a new **mission-focus on leadership development**, to meet a sector need and deliver value to alumni. Moreover, this focus complements AmeriCorps Alums' differentiated place within the Points of Light Institute's portfolio.

2. **Cultivate champions. Not customers.**

Research revealed that alumni could not clearly articulate the value in a dues-based membership model, severely limiting the reach of the organization reach. AmeriCorps Alums will be a **movement builder**, rather than an exclusive membership club. Will focus effort on a target market of alumni instead of being everything to all.

3. **Strategic Advantage and Imperative: SCALE**

Leveraging the accelerated growth in national service, AmeriCorps Alums will aim to acquire and **cultivate ALL alumni** completing their term of service through a new technology capability and a new data sharing agreement with the Corporation. Capitalizing on and manifesting scale is the key to the business plan and a sustainable future.

New Strategies to Achieve Mission



AmeriCorps alums will offer a continuum of engagement services to alumni beginning with easy connection points and identity building for the largest market segment of loosely engaged alumni to more meaningful and impactful engagement to the top notch alumni segment (see pyramid visual).

CONNECT: *alumni to each other, to their identity and pride in AmeriCorps*

- connection through web 2.0
- identity/pride building through cool gear

EQUIP: *alumni with the skills and resources to be effective leaders.*

- access to low cost higher ed opps in public service
- experiential leadership dev and training

ENGAGE: *alumni to continue their lifetime of service through high impact civic engagement*

- impactful volunteer opps through Hands on Affiliate / local alumni chapter partnerships
- new technology that better connects alumni to self organize around similar interest areas

New Strategies to Achieve Mission



Projected Leadership Development Focus Areas:

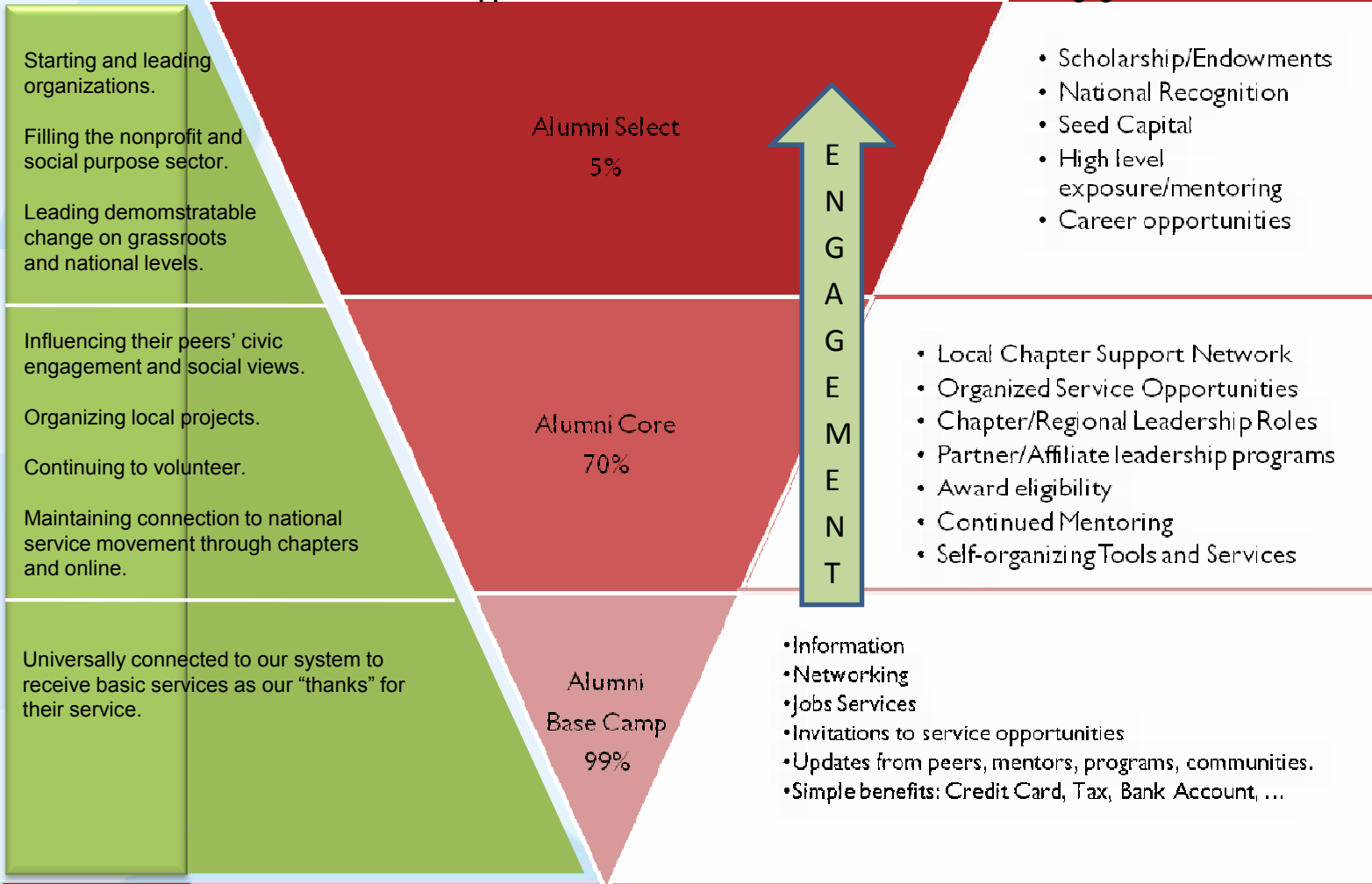
- Place alumni in leading, high impact nonprofit and government organizations to shadow leaders (6 months)
- Fellowships for top notch alumni at leading impactful public service institutions (nonprofit, gov, higher education – 9-12 months).
- Publish list of top 100 civic leaders (who's who in nonprofit execs, corporate, public office positions, social entrepreneurs).
- Partner with institutions of higher education to provide access to low-cost graduate school in public service type fields of study.
- Connect alumni to each other to build strong professional network, help engage in leadership positions in national service network.

New Strategic Operating Model: *Pyramid of Engagement*



Alums are...

..and we support alumni with an inverse ratio of investment to engagement



Investment Needs & Milestones



AmeriCorps Alums is seeking \$500,000 in investment capital over the next 30 months to leverage this unique moment of opportunity to pursue scale and sustainability.

- Dedicated to establishing the systems and partnerships for scale and future business development.
- May be structured in debt or equity formats.
- Disbursements may be tied to operational milestones as well as programmatic outcomes.

	Phase I: Infrastructure Building Q3 2010 - Q1 2011 (9 months)	Phase II: Marketing and Outreach Q2 2011 - Q1 2012 (9 months)	Phase III: Testing Scale of Scale Q2 2012 - Q4 2012 (9 months)
Capital Requirement	\$150,000	\$200,000	\$150,000
Major Investment Cost Centers	<ul style="list-style-type: none"> • Website and database development. • 1 Net FTE for Contract BizDev 	<ul style="list-style-type: none"> • 2 Net FTE for leadership programming and alumni giving/database manager • “Bounty” incentives for list building 	<ul style="list-style-type: none"> • E-commerce/microgiving capacity • Marketing campaigns
Programmatic Milestones	<ul style="list-style-type: none"> • Design leadership programming 	<ul style="list-style-type: none"> • Secure foundation funding to launch leadership programming. 	<ul style="list-style-type: none"> Be able to track and report impact on vision, alumni as leaders in America.
Operational Milestones	<ul style="list-style-type: none"> • Data sharing agreement with CNCS and system in place. • Technology platform in beta 	<ul style="list-style-type: none"> • 12 Field Services Contracts • 80% of graduating 2011 class enrolled. • Distribution list of 400,000 	<ul style="list-style-type: none"> Deficit neutral based on revenue streams.

Conclusion: Investment Rationale



AmeriCorps' accelerated growth path as a result of the Serve America Act creates a new opportunity for which AmeriCorps Alums is uniquely positioned to take advantage.

AmeriCorps Alums has an opportunity to cement its leadership by focusing on delivering a set of narrowly defined, highly valuable services to a rapidly expanding target audience.

Contributing to the Success and Sustainability of AmeriCorps Alums...

- Cultivates the **next generation of leaders** for the social purpose sector.
- Will enable **millions of hours of continued service** to community by dedicated and experienced national service alumni
- Creates a robust and **profitable new business line** for the civic change portfolio of Points of Light Institute.
- Is an ideal way to show **support for the national service movement.**