

NLC INSTITUTE FELLOW'S WORKBOOK 2023



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INTRODUCTION

**NEW
LEADERS
COUNCIL**

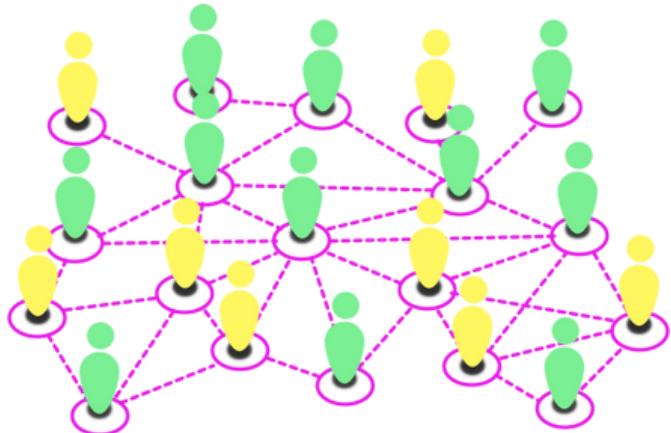
ABOUT NEW LEADERS COUNCIL

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.

MISSION

NLC develops, connects, and uplifts inclusive, cross sector leaders who transform our country through equitable social and political change.



VALUES

- Equity
- Anti-Oppression
- Accountability
- Continuous Growth
- Transparency
- Progress
- Trust
- Community

ACROSS SECTORS, OUR 10,000 ALUMNI

**COLLABORATE LOCALLY AND NATIONALLY FOR
EQUITABLE CHANGE, CONNECTING WITHIN
AND BEYOND THEIR INSTITUTE COHORT TO
MAKE CONTINUOUS COLLECTIVE IMPACT.**

WE NEED A NEW TYPE OF LEADER.

The social, political, economic, and public health crises of the past several years have made it clear that leadership matters. And yet no single leader can be the solution to every crisis we have faced. We need ecosystems of leaders who center equity and build trust. We need leaders who reflect the communities they serve. We need leaders who connect across identities, industries, and issues to make a collective impact.

NLC's theory of change is investing in leaderful networks built for individual growth and collective impact. NLC as an organization moves the country forward by creating ecosystems of 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.

Our impact begins with the [NLC Institute](#).

HOW TO USE THE WORKBOOK



The starting point. Welcome to the new NLC Institute Fellow's Workbook. Throughout the six-month Institute you will utilize this workbook as a guide during your journey. Our approach will help you accomplish five key objectives that tie back to the Institute goals.

NLC INSTITUTE APPROACH



**REFLECT BACK,
PLAN AHEAD**



**DEEPEN COMMUNITY
ENGAGEMENT**



**CHALLENGE OPPRESSIVE
SYSTEMS**



**LEARN VALUES-BASED
LEADERSHIP**



**PRACTICE
COLLECTIVE IMPACT**

This workbook is broken up into five sections that make up the Institute experience:

- **THE LEAD EXPERIENCE (DAY 1 & 2)**
- **CONTINUING LEAD**
- **INSTITUTE REFLECTIONS & EXERCISES**
- **THE CAPSTONE PROJECT**
- **THE CHAPTER FUNDRAISER**

Each section is designed to help you internalize and learn as much as you can from each of the core sessions during the Institute weekends, and connect the dots from day one to graduation. There are three main type of features - activities, reflections, and community garden spaces:

Activities: Designed to build a strong #NLCFamily and create a foundation for your overall NLC experience and future growth.

Reflections: Time for self-reflection and the opportunity to be open-minded and create a spirit of curiosity.

Community Garden Spaces: Extra spaces to record your thoughts and action items.

You will want to keep your Workbook throughout the NLC Institute to look back at your progress and let it guide you through the experience. Upon graduation you should return to this workbook to track your growth and progress, and use it as a springboard for your NLC alumni experience and life beyond the Institute.

NLC INSTITUTE MAP

THE NLC INSTITUTE BEGINS...

Our flagship program is a six-month, skill-building, place-based program that includes:

- Core sessions (3 per weekend)
- NLC Key Experiences
 - The LEAD Experience
 - Capstone project
 - Chapter Fundraiser

**Optional Sessions and content varies across local Chapters **

	JAN Understanding Ourselves and Our Experiences	FEB Understanding Our Community and Our Potential	MAR Understanding Our Voices and Our Needs	APR Understanding Our People and Our Power	MAY Understanding Our Impact: Place-Based Change	JUNE Celebrating Our Place-Based Leaders & Our Future
Core Sessions	Intro to NLC	Policy, Problems, and Potential Civic Engagement: Organizing For Change Labor 101: Creating Movements	Economic Justice in Our Community Fundraising Fundamentals & Making the Ask Advocacy Through Messaging & Framing	Ecosystems of Social Change Challenging Systems of Power and Oppression Change Maker Spotlight	A Seat At The Table: Multiplying Your Impact Infrastructure of Democracy Being an Engaged NLC Alumni	NLC Graduation!
LEAD	The LEAD Experience	Flexing our Strengths, Commitments, and Values	Goal Stack: Checkpoint One	Goal Stack: Checkpoint Two	Revisiting Dream Day x10	Looking back at LEAD: Where are you now?
Capstone	Capstone Overview	Creating Your Capstone Vision & QFT	Assessing your Communications & Financial Needs	Creating Your Timeline & Developing a Plan of Action	Capstone Presentations	Keeping The Momentum Going
Fundraiser	Intro to Chapter Fundraiser & Advancement	NLC's Approach to Fundraising for Collective Impact	Asset Mapping and Alumni Giving Practicum	Call Time Challenge	Fundraiser Work Time & Planning	Chapter Fundraiser

INSTITUTE GOALS



COMMUNITY



LEADERSHIP



MOVEMENT

LEAD

LEAD. ENGAGE. ADVOCATE. DEVELOP.

EXPERIENCE

DAY 1



GOALS OF LEAD WEEKEND



Every Fellow across the country participates in our LEAD Weekend. The curriculum binds together our Fellows and alumni as we create a shared language around building community, fighting for justice, dismantling oppressive systems, changing the political landscape, and growing as leaders.



This weekend we are focused on creating a strong #NLCFamily for each chapter and a cohesive cohort that serves as a support system for you both professionally and personally.



The Institute is an opportunity for self-reflection. Give yourself the space to reflect, and allow others to reflect as well. This weekend provides the framework for each of you to assess where you are now and where you want to go in terms of personal and professional goals.



Each of you may approach this weekend with different levels of comfort, different bases of knowledge and experience, and different visions for your future. No matter where you start today, we strongly encourage you to have the courage to show up and begin building this cohort's ecosystem for collective impact.

COMMUNITY GARDEN: REFLECTION SPACE

Share your thoughts about starting the LEAD Experience below



COMMUNITY AGREEMENTS

ABOUT

NLC Fellows spend a significant amount of time together during and after the NLC Institute. This time is spent discussing difficult and sometimes personal topics. Without shared investment in guidelines for acting as a community together, the LEAD and NLC Institute experience is not as powerful as it could be.

DIRECTIONS

Your LEAD Facilitators will guide the group through an activity to create community agreements. Use the boxes below to capture what is created and be prepared to frequently revisit this section during the LEAD Weekend. You may choose to draw visual representations of the agreements we are honoring this weekend. Agreements may need revisions or new ones may need to be added.

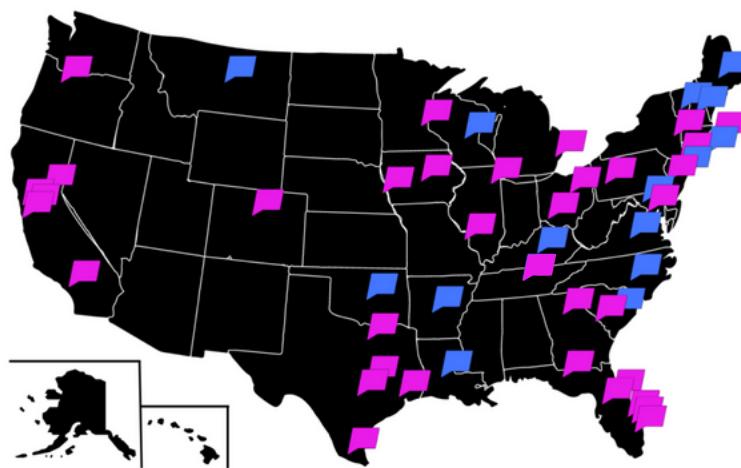
COMMUNITY AGREEMENTS THAT WE WILL HONOR THIS WEEKEND

COMMUNITY AGREEMENTS GROWN DURING OUR TIME TOGETHER

LOCAL CONTEXT

To build a better future, we must remember our past. The U.S. has a history of genocide and settler colonialism toward Native people and Indigenous communities. It's important to name the history of racist violence that has led us to where we are now and to acknowledge the land we are actually on. It's impossible to ignore how the violence perpetuated on this land still contributes to challenges in the community and to our democracy at large. Let's talk about this together now.

-  **STATE CHAPTER**
-  **CITY CHAPTER**



REFLECTION QUESTIONS:

1. What would you like the Facilitators and your fellow Fellows to know about the history of the land this community or area we are in today? It is important that we acknowledge this before we begin.

2. What should the Facilitators know about your community right now? Strengths? Challenges? What other local issues should the group keep in mind during our time together?

Our first step in the LEAD Experience is reflecting on how we're approaching and understanding different aspects of our lives right now. Before we dig into that work, let's define two important concepts.

PASSION

Passion is the compulsion to continually improve, develop, challenge, actively participate in, or create. To have passion requires a hunger and a thirst to **do**. It is inherently action-oriented because passion is the fuel that drives action forward. It's not enough to be curious or dream about something. We need passion to ensure that the things we are curious about, want to change, or that ideas of what you could do or be don't die on the vine. We need passion in order to go from **thinking to acting**.

FOCUS

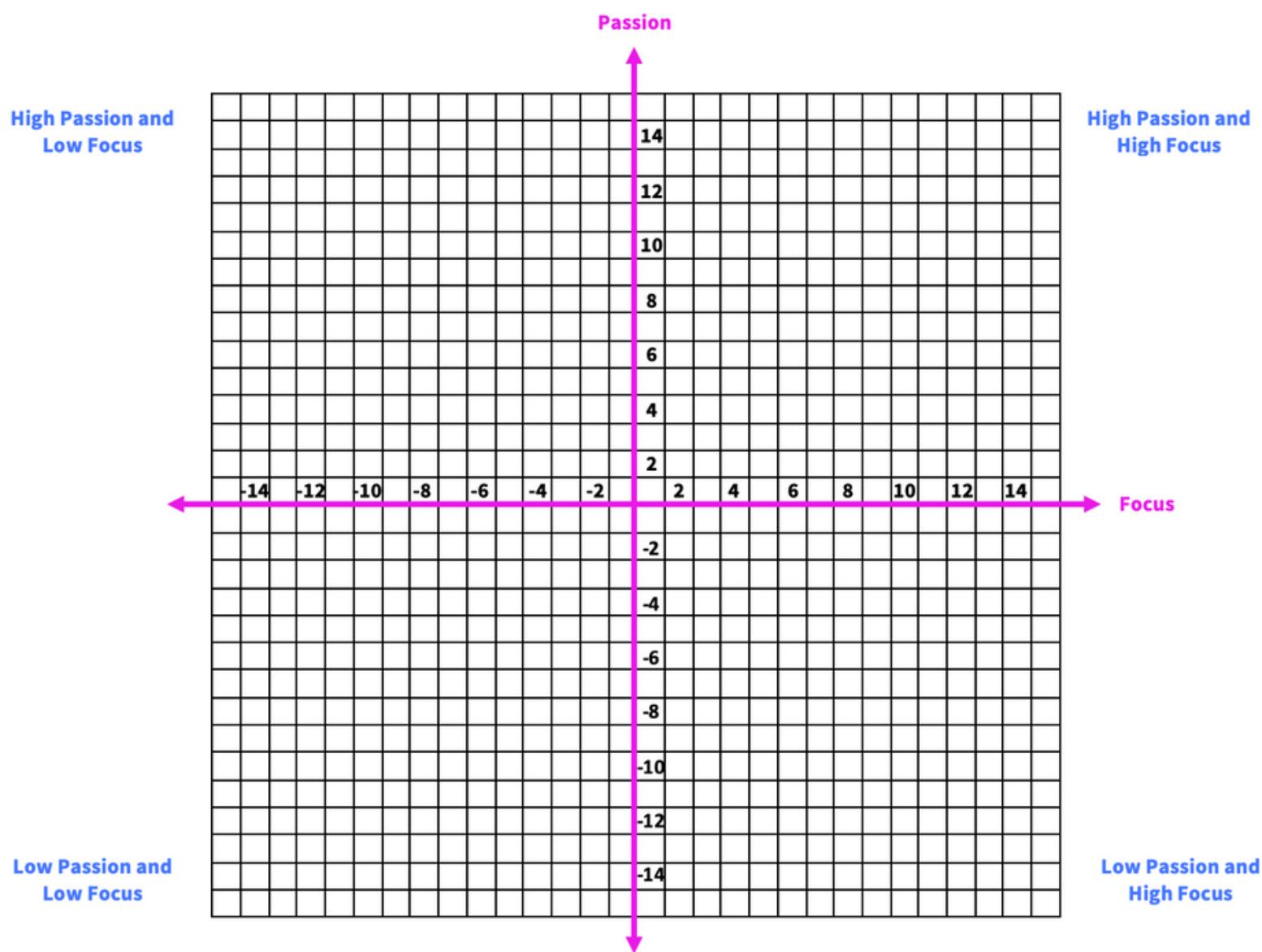
Focus is having a clear understanding of what you are doing and why you are doing it. To have and live with focus means to have an ideal outcome and **clarity** of the bigger picture and general landmarks you want to hit along the way. It doesn't mean knowing every step or exactly how you will get there, but it does mean that, when an opportunity comes along that could get you closer, you're ready to jump because you already know what you want to achieve.

COMMUNITY GARDEN: REFLECTION SPACE



MATRIX ACTIVITY

- Right Now – ▲
- Professional Life – ★
- Health & Wellness – ●
- Personal Life – ❤
- Finances – \$
- Spirituality/ Religion/Mindfulness – □
- Family Relationships(chosen/found) – +





DIRECTIONS

Please take out your pre-work pages sent to you prior to the Institute weekend. We asked you to identify strengths, commitments, and values in your life. We'll break off into small groups and use the following prompts to guide the discussion. Each Fellow will share insights from each section with their group. For reference, the lists are included below. Feel free to jot down ideas that grow out of your small groups.

IDENTIFYING YOUR STRENGTHS

- What did you circle?
- How do these strengths manifest in your personal or professional life?

HONORING YOUR COMMITMENTS

- What did you circle?
- Do these commitments reflect what you're doing now or what you want to be doing?

DEFINING YOUR VALUES

- What did you circle?
- What's the short answer for how you formed these core values?

STRENGTHS

Analyzing Building Caring Coaching Communicating Connecting Creating Debating Developing people Designing Diplomacy Efficiency Empathizing Facilitating Forecasting Guiding	Healing Harmony (finding common ground) Imagining Implementing Influencing Inspiring Leading Learning Listening Managing Marketing Mentoring Mobilizing Motivating Organizing	Performing Quantitative (working with numbers) Recruiting Relating Researching Selling Supporting Strategizing Teaching Understanding context Visioning Writing List Other Strengths _____
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STRENGTHS, COMMITMENTS & VALUES

COMMITMENTS LIST

Accessibility	Domestic Violence	Providers	Public Health
Affordable housing	Economic	Human Trafficking	Racial Justice
Animal rights	Development	Immigration Reform	Religion Reproductive Rights
AAPI community	Entrepreneurship	Immigrants and Refugees	Scientific Research
Art	Entertainment	Indigenous Rights	Social Justice
Black Lives Matter	Environmental	Infants / Children	Spirituality & Religion
Business	Justice	International Development	Students
Community Building	Equal Access to	Intersectionality	Teaching
Community Service	Education	Justice	Technology
Criminal Justice Reform	Equal Pay	K-12 education	Trans Rights
Creativity	Feminism	Law	Transportation
Culture	Food Insecurity	Latinx Community	Unsheltered community members
Democracy	Gender Equity	Leadership	Union organizing
Defunding the police	Government	LGBTQIA+	Veganism
Dismantling White Supremacy	Health Care	Living Wage	Veterans
Diversity, Equity & Inclusion	Health & Wellness	Medicine	Voting Rights
	Higher Education	Music Nutrition	Women in Leadership
	Hunger	Parental Leave	Youth Development
	Health Care	Peace	
		Prison Abolition	
			List Other Commitments

VALUES LIST

Acceptance	Credibility	Independence	Peace
Accountability	Curiosity	Individuality	Playfulness
Achievement	Daring	Influence	Power
Adventure	Decisiveness	Innovation	Preparedness
Advocacy	Dedication	Inspiration	Prestige
Ambition	Dependability	Intelligence	Proactivity
Appreciation	Diversity	Intuition	Punctuality
Attractiveness	Empathy	Joy	Recognition
Authenticity	Encouragement	Justice	Resourcefulness
Autonomy	Enthusiasm	Kindness	Responsibility
Balance	Excellence	Knowledge	Responsiveness
Being the best	Expressiveness	Leadership	Security
Benevolence	Fairness	Learning	Self-control
Boldness	Family	Loyalty	Selflessness
Brilliance	Friendship	Love	Simplicity
Calmness	Flexibility	Mindfulness	Stability
Caring	Freedom	Optimism	Success
Challenge	Fun	Open-mindedness	Teamwork
Charity	Generosity	Originality	Thoughtfulness
Cheerfulness	Grace	Passion	Traditionalism
Cleverness	Gratitude	Performance	Trustworthiness
Community	Growth	Professionalism	Truth
Commitment	Happiness	Quality	Understanding
Compassion	Health	Recognition	Uniqueness
Collaboration	Honesty	Relationships	Usefulness
Consistency	Humility	Risk-taking	Versatility
Contribution	Humor	Safety	Wealth
Creativity	Inclusiveness	Security	Well-being
		Service	Wisdom
		Spirituality	
		Stability	
			List Other Values

LIFE MAPS

Day One of LEAD is dedicated to you doing introspective work, looking at your life as a whole and how you arrived at this point. Each exercise builds upon the previous one, leading to this activity. Our LEAD Facilitators will kick this off by sharing their Life Maps. They will then provide framing for the activity, including the creation of your narrative and parameters around sharing. You will be given time to decide what parts of your life you want to share with your cohort, but we ask that you start thinking about that now.

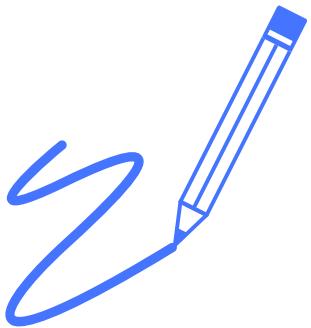
DIRECTIONS:

Use the guide below to think broadly about your life experiences and then, considering the different zones of sharing we discussed, choose what you will include with the larger group based on your personal sense of comfort. Be intentional in the narrative and framing of your story. Be creative and don't feel like you need an event by event summary for your Life Map.

If you need help determining how to categorize or share something, your LEAD Facilitators are available to help. Just ask them!

	Theme (ex. youth, college, family, the wilderness years, recent etc.)	Visual Anchor (What represents this category? A tree? A plane? A broken heart? A diploma?)	High Points & Successes In This Period (if any)	Significant Challenges In This Period (if any)
CHAPTER 1				
CHAPTER 2				
CHAPTER 3				
CHAPTER 4				
CHAPTER 5				

LIFE MAPS (CONT.)



Sketch: Use this area to sketch out ideas and bring your visual anchors together in a unique and interesting way before transferring the concepts to the larger sheet that you will use during the sharing of Life Maps.

Take 5 minutes to sketch out your personal story on this sheet of paper. Then, another 5-10 minutes to transfer it to the larger sheet provided to you by the LEAD Facilitators.

A large, solid pink rectangular frame occupies the central portion of the page, intended for users to sketch their personal stories.

REFLECTION QUESTIONS

1. What do you want to remember most about today? Why?

2. When did you feel most challenged today? Most inspired? Most excited?

3. Take one more look at our community agreements. How did we do today? Is there anything else you'd like to suggest?

LEAD

LEAD. ENGAGE. ADVOCATE. DEVELOP.

EXPERIENCE

DAY 2



WELCOME & OPEN TO POSSIBILITIES

Welcome to Day 2 of the LEAD Experience. Yesterday, we dug into experiences in your past and how you feel about present state of being. Today, we'll spend time looking to the future.

REFLECTION QUESTIONS:

What questions about your future do you hope the LEAD Experience will help answer today? Why are those your most important questions?



ACTIVITY - OPEN TO POSSIBILITIES:

To work toward our best future beings we need plenty of creative and visionary energy. Your Facilitators will share directions about an activity called Open to Possibilities.

REFLECTION QUESTIONS:

You and your small group brainstormed possible uses for an object that were beyond what it seemed.

- What was it like to “flex” your own imagination in the exercise and come up with more creative uses for an object beyond its common use?
- What did you learn about your own ability to “flex” that creative muscle of expanding possibilities?
- What are some areas in your life that may have more possibilities beyond what you experience each day?

GOAL STACK

Being open to possibilities allows us to dream: Dream of what we want for ourselves, the ones we love, and the world. Capitalizing on the creative energy in Open to Possibilities, the entire Goal "Stack" references the four mini-sections that will help you progress through creating an initial set of goals, then revising those goals, and finally including your fellow Fellows into the experience as accountability partners.

GOAL STACK ACTIVITIES INCLUDE:

1. Connect Four
2. Stop, Start, Keep
3. Pause Patrol
4. Goal Prioritization

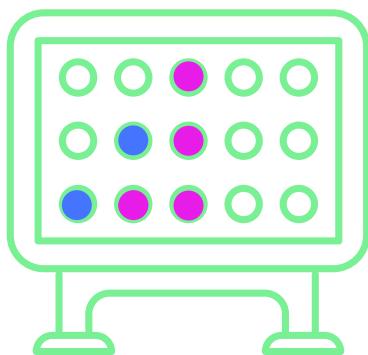


Bringing a dream day to life requires direction setting and work crafting meaningful goals. The Goal Stack experience gives you that opportunity, while also creating a simple system of accountability through partnered conversation and public sharing of the most prioritized goals. We also identify rest as an important component to successful goal creation. Rest is not something we often allow ourselves to do or are able to do because of institutional and systemic forces like racism and discrimination. But rest is a form of resistance. NLC believes that exhausted hearts and minds cannot be liberated or at peace. Let's starting this experience by beginning to connect the dots between our goals and dreams.

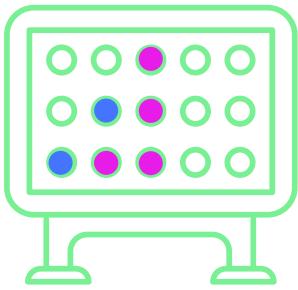
GOAL STACK (1): CONNECT FOUR

REFLECT AND WRITE:

When I come back to NLC Institute to talk to the future Fellows, what positive changes will have happened in my life?



GOAL STACK (1): CONNECT FOUR



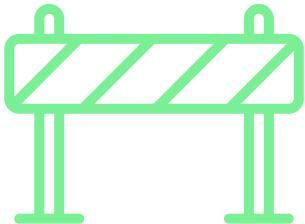
Connect Four: The LEAD curriculum and the NLC Institute are designed to open you up to possibilities for continuous growth and progress. Goal setting is a key part of that process. Building off the prompt above, brainstorm several goals for each of the top two boxes that will help you get to that outcome one year from now. We also recognize inherent societal and mental obstacles that make goal setting challenging. By naming them here, we hope to work together as a group to lessen or remove their impact.



FRAME: PERSONAL



FRAME: PROFESSIONAL



SOCIETAL OBSTACLES



MENTAL OBSTACLES

GOAL STACK (2): STOP, START, KEEP

Now that we've begun to connect the dots between what we're looking to manifest personally and professionally, as well as identified potential obstacles in our way, let's examine our routines and habits more closely. To better understand how to achieve our brainstormed goals, let's examine what current actions or behaviors we should *start* doing, *stop* doing, and *keep* doing. Complete the following exercise below:

STOP

What are current actions, behaviors, or patterns that you want to stop?

START

What are actions, behaviors, or patterns that you want to start?

KEEP

What are current actions, behaviors, thoughts or patterns to keep?

GOAL STACK (3): PAUSE PATROL



Now that we've brainstormed a variety of initial goals and identified habits and routines we want to stop, start, and keep, we're on our way to manifesting a vision of our life 12 months from now. Congratulations! But, before we move forward, let's take a pause to rest. It's not something we often allow ourselves to do or are able to do because of institutional and systemic forces like racism and discrimination.

Why are we talking about rest in a goal setting activity? Oftentimes, goal setting activities can over emphasize process: how measurable or time bound or actionable a goal is. Those outcomes aren't unimportant, but we want to ground a discussion of our goals in care for the individual and concern for the community that we belong to. NLC believes that exhausted hearts and minds cannot be liberated or at peace. Several quotations make this point about rest even clearer.

"Rest is a form of resistance because it disrupts and pushes back against capitalism and white supremacy."

-Tricia Hersey, Founder of The Nap Ministry

"It takes courage to say 'yes' to rest and play in a culture where exhaustion is seen as a status symbol."

-Brené Brown, Researcher, Storyteller, and Professor

"Rest and self care are so important. When you take time to replenish your spirit, it allows you to serve others from the overflow. You cannot serve from an empty vessel."

-Eleanor Brownn, M.A., Personal Growth Consultant and Educator

GOAL STACK (3): PAUSE PATROL

PAUSE PATROL: REFLECTION QUESTIONS

1. What does rest look like for you?

2. Think back to a time when you were able to rest, even for a short time. What did you learn about yourself or a challenge you were facing?

3. What would a community that is cared for and rested look like?

GOAL STACK (4): GOAL PRIORITIZATION



Prioritizing Your Goals: Now that we have a deeper understanding of the stop, start, keep elements of our lives, we're going to use that knowledge to pull out three top priority goals we believe will help us get closer to our dream day reality one year from now.

Build a foundation of each of your goals by considering the following:

- **Benefits:** What's in it for you if you complete this goal? Are there benefits for others, too? Why is it worth doing? Understanding (and continuing to remind yourself of) the benefits of the goal can help to motivate you.
- **Skills and knowledge:** You may need to upgrade your current knowledge and skills in order to make progress on your goal. What are they?
- **People, groups, & organizations:** Reaching out to others for support will likely increase your likelihood for success. Who are the individuals, groups, and organizations that can support you in your goals?
- **Obstacles:** Any goal worth achieving will hit a rough spot or some objection that may slow you down or even stop you altogether. If you can anticipate potential obstacles, you can also better prepare yourself in advance to overcome them. Make this list as complete as possible!

ROUGH DRAFT GOAL #1

TARGET DATE: _____

(a) List **benefits** to yourself & others if you complete this goal

(b) List **knowledge**, skills, & time needed to complete this goal

(c) List **people & groups** that can support you to complete this goal

(d) List **obstacles** that could prevent you from completing this goal

GOAL STACK (4): GOAL PRIORITIZATION

ROUGH DRAFT GOAL #2

TARGET DATE: _____

(a) List **benefits** to yourself & others if you complete this goal

(b) List **knowledge**, skills, & time needed to complete this goal

(c) List **people & groups** that can support you to complete this goal

(d) List **obstacles** that could prevent you from completing this goal

ROUGH DRAFT GOAL #3

TARGET DATE: _____

(a) List **benefits** to yourself & others if you complete this goal

(b) List **knowledge**, skills, & time needed to complete this goal

(c) List **people & groups** that can support you to complete this goal

(d) List **obstacles** that could prevent you from completing this goal

GOAL STACK (4): GOAL PRIORITIZATION

DIRECTIONS:

Write down your final three priority goals. Write short supporting statements that indicate why these goals are important to you and what support you'd like to complete them. Eventually, this page will be posted around the room so other Fellows can add their names to support your goals.

NAME: _____

Final Goal #1:

Important to me because:

Support I am seeking:

Who can help?

Final Goal #2:

Important to me because:

Support I am seeking:

Who can help?

Final Goal #3:

Important to me because:

Support I am seeking:

Who can help?





When today started, we asked you to be open to possibilities. Then, we asked you to connect ideas about where you want to be personally and professionally in one year to the habits and routines you want to stop, start, or keep. From there, we dug into prioritizing goals and seeking out accountability partners amongst our group. Hopefully, you now see a path leading to change you want to see for yourself and your community. But what if we asked you not just to see where that path leads to 12 months from now, but where that path leads to 10 years from now? Our closing activity will put together everything we've done today (and learned about ourselves yesterday) into a truly aspirational narrative of a dream day. Use the guiding prompts below.

WHAT

- What are you doing when you feel most in your element or fulfilled?
- Focus on specific activities — how you would like to spend your time.
- Start by looking back at times you have felt “in flow” and expand out to other activities that bring fulfillment, even if you are not “in the zone” while they are happening.

WHERE

- Where do you belong? Where do you live, work, and relax? Think about both where you are geographically and the environment itself. Use your senses to characterize the experience and make the place come alive.

WHO

- Who do you want to surround yourself with on your dream day?
- What role do you have in those people’s lives, and what role do they have in yours? Consider both specific people and the qualities in those relationships.
- What type of person inspires you to be your best self?
- Who do you want to work with and serve?

DREAM DAY X10 (CONT.).

WHY

- Why do you want to spend your time this way?
- What gives your life meaning?
- How are you connected to the things that you value, what you are good at, and what the world needs?
- What causes or issues do you most want to address?

IMPACT

- How do you affect the world around you in a way that is meaningful to you?
- How do you contribute to diversity, equity, and inclusive principles in the spaces that you operate within?

ALIGNMENT

- How do you operate in healthy, rested, restored, and energized ways to tackle the challenges in your life and world at large?

CHALLENGES

- What roadblocks are in your way? Mental, physical, societal?
- What patterns would you like to change and alter that have proved difficult in the past?

INCLUSIVITY

- Are you consciously working to disrupt the status quo, breaking down oppressive power structures and dismantling white supremacy?

DREAM DAY X10 (CONT.).

DIRECTIONS:

Envision your life ten years from now and create a vision of your dream day. Consult the exercises from the LEAD Experience to identify the activities, settings, connections, and purposes that create this existence where you are most fulfilled, most rested, and most connected to communities and people you care about.

Use the present tense to create a narrative of this day. Where are you? Who's around you? How are you spending your time? Be as specific as possible. Paint a picture, like a scene from a movie with lots of detail, where people can feel and imagine themselves in this snapshot of your dream day.

MY DREAM DAY X10...

MY DREAM DAY X10...

PARTNERED REFLECTION EXERCISE



In this small group reflection exercise, you will clarify your thinking about your dream day and help your partners do the same. Strive to approach the conversation with an open mind and spirit of curiosity. The goal here is to be supportive thought partners to each other, so plan to ask and receive both questions and encouragement.

DIRECTIONS:

1. Decide who is going to go first, and have the sharer read their dream day aloud to the listener.
2. The listener develops understanding by asking very specific questions. Some example questions to ask your partner:
 - Why do you want _____?
 - Think of someone who knows you well; what might they be surprised by? What questions would they have for you?
3. Strategize together about how to get to your vision of a dream day. Below are some example questions to ask your partner:
 - What opportunities are there to introduce elements of your dream day into your life right now?
 - What are three elements of your dream day that would be most challenging to achieve?
 - Access to money may be a likely consideration in making your dream day a reality. Whether you are trying to make it, save it, or give it away to others in a way that aligns with your values, reflect on how gaining access to money impacts and relates to your dream day and future ten years from now.
4. Identify next steps:
 - What additional work would you like to do on your dream day?
 - What is one thing you plan to do to introduce elements of your dream day into your life now?
 - What might you need to give up in order to achieve these goals?

REFLECTION QUESTIONS

1. What is one part of your Dream Day x10 that you can implement this week?

2. What is one part of your Dream Day x10 that you can implement by the end of the NLC Institute experience?

3. What is one thing you need from the LEAD Experience to help make any key part of your Dream Day x10 a reality?

4. What is one thing you need from your cohort to help make any key part of your Dream Day x10 a reality?

We made it! What a LEAD experience we shared together. We started our time together intentionally and we'll close intentionally as well.

REFLECTION QUESTIONS:

1. Skim back through this workbook. Then, summarize which activities or sections were most important and meaningful to you. What made those activities meaningful?

2. The power of the LEAD Experience is amplified by the community of fellow Fellows. Summarize how you're feeling about the group as a whole and what you're looking forward to with them going forward.

3. We want this workbook to be something you return to over time. So when you find this page 6 months or 2 years or 10 years from now, leave a note for your future self.

FELLOWS FEEDBACK FORM



Data is cool. Data is fun. Share your feedback, and we can call this weekend done. Stop what you are doing and scan the QR code below or enter the link on your phone or device. Our goal is to achieve 100% participation from the 2023 Fellows.

WHY IS FEEDBACK IMPORTANT?

- Provides feedback directly to HQ and your Chapter leadership about what's working, needs improvement, and anything else on YOUR mind.
- Helps inform LEAD Experience development and delivery in future years.
- Is a crucial part of our ability to measure our collective impact.
- We believe in constant learning at NLC, which means your direct feedback is an invaluable tool used to support and coach our curriculum trainers and chapter teams in years to come.

All of it together is part of our commitment to equity through transparency.



bit.ly/LEADFellowsFeedback2023

90%

OF 2022 FELLOWS SAID, "I AM CONFIDENT IN MY ABILITY TO FORM NEW COLLABORATIONS IN LOCAL CONTEXTS WITH PEOPLE FROM DIFFERENT SECTORS AND WITH DIFFERENT IDENTITIES AND BACKGROUNDS."

91%

OF 2022 FELLOWS SAID, "I AM CONFIDENT IN MY ABILITY TO MAKE A DIFFERENCE IN MY COMMUNITY."

89%

OF 2022 FELLOWS SAID, "THE NLC INSTITUTE PROVIDED ME WITH A SUPPORTIVE COMMUNITY NETWORK AND TRAINING THAT WILL PROPEL ME FURTHER IN MY PROFESSIONAL AND PERSONAL GOALS."

What you've experienced throughout the LEAD Weekend is a foundational framework for all NLC Fellows. Over the years, Fellows have consistently shared that this first weekend is one of the most memorable aspects of their Institute experience. For some, it can also feel difficult to connect it to the rest of their weekend content. And yet, one community agreement that is commonly shared during LEAD Weekend is the concept of “what's learned here, leaves here.”

Please consider this your call to action to connect your LEAD Experience to your Institute experience and beyond.

As you continue your NLC Institute experience with your local chapter and even as you graduate into “NLC alumni” status, we hope you'll continue to ask yourselves the following questions:

-  How will/can you apply the content and skills learned during your **Institute weekends** to what you've uncovered during LEAD Weekend?
-  How can your **LEAD Small Group** support you throughout your NLC Institute experience?
-  When can reflecting upon your **Strengths/Commitments/Values** best support you?
-  Does your **Capstone** project contribute to your Dream Day? Or does your Dream Day contribute to your Capstone project?
-  As future **NLC alum**, how will you continue to make a long-term impact by completing your personal and professional goals. What **collective impact** can you continue to make with your cohort members?
-  How will your **Dream Day** look and feel like six months from now? Two years from now? Ten years from now?
-  What is the next chapter that you will narrate in your **Life Map**?

Revisit these questions right before you and your Fellows cohort are about to graduate from your NLC Institute experience and perhaps whenever you're having a difficult time “connecting the dots” of all the different Institute activities and content.

CONTINUING LEAD

LEAD. ENGAGE. ADVOCATE. DEVELOP.



FLEXING OUR STRENGTHS, COMMITMENTS, AND VALUES

REFLECTION QUESTIONS

Activity Directions: Individually or with your LEAD Group, complete the following reflection questions based on the Strengths, Commitments, and Values Pre-work and LEAD Workbook section, pages 12-13, now that you are in month two of the NLC Institute. Go back to your workbook to reflect on what you circled for each.

1. How can I utilize my **strengths** in developing my Capstone project and supporting our Chapter's fundraising efforts?

2. How would I like to see my **commitments** help shape my Capstone project and help me drive policies in the organizations and causes I serve?

3. After diving into discussions on economics and equity, how can my **values** contribute toward achieving economic equity and further collective impact in my community?



GOAL STACK: CHECKPOINT ONE

On the trek up our Goal Stack mountain it is important to pause, rest, and reassess. Look back at page 22 in your LEAD Workbook section where you identified societal and mental obstacles and answer the following reflection questions:

CONNECT FOUR: REFLECTION QUESTION

Pick one of the goals you identified during the LEAD Experience. What societal and mental obstacles have you encountered since January? What steps have you taken to lessen their impact? How have you supported your cohort to do the same?

Stop, Start, Keep isn't just a one-time exercise; it takes continual examination and commitment. Look back at page 23 in your LEAD workbook section and reflect on your original answers. Have you stopped and started certain patterns or behaviors? Have you honored what you chose to keep? Rate yourself below and add any adjustments that may be needed to each.

STOP

What are current actions, behaviors, or patterns that you want to stop?

START

What are actions, behaviors, or patterns that you want to start?

KEEP

What are current actions, behaviors, thoughts or patterns to keep?

How am I doing?

My next move:

How am I doing?

My next move:

How am I doing?

My next move:



GOAL STACK: CHECKPOINT TWO

Let's check in on another layer of our Goal Stack mountain. Individually or with your LEAD Group, complete the following reflection questions after revisiting LEAD Workbook section, pages 24-28.

REST AS RESISTANCE: REFLECTION QUESTIONS

1. Pause. Have you taken steps to ensure rest is a part of your Goal Stack? Remember, NLC believes that rest is critical to investing in ourselves as the place-based leaders who can create the country we aspire to be.

2. Have your views on incorporating rest changed? Has this been difficult to add?

GOAL PRIORITIZATION: REFLECTION QUESTION

Revisit the Goal Gallery Wall your cohort made during LEAD Weekend. You were asked to list a goal and identify what support you were seeking. Please answer the prompts below. (*If you need assistance accessing this document please reach out to your Chapter Leaders*).

How can or have you helped others in your cohort the rest of Institute? How can they still help you? What step will you take and by when to follow up on these actions? Ex. Send an email or text checking in with a cohort member or follow up to an offer for support.

REVISITING DREAM DAY X10



In January we asked you to connect ideas about where you want to be personally and professionally in one year to the habits and routines you want to stop, start, and keep. From there, we dug into prioritizing goals and seeking out accountability partners amongst our group. We then formed a path leading to change you want to see for yourself and your community and dreamed up what that could look like in 10 years (or whatever timeframe felt comfortable to you). Use the guiding prompts below, look back at pages 29-34 of the LEAD Workbook section and answer the reflection questions:

REFLECTION QUESTIONS

1. What steps have you taken or implemented to reach your Dream Day x10? Or what will you implement by the end of the NLC Institute experience?

2. How do you feel about your Dream Day reading it again? What stands out?

3. Our dreams are fluid and may change over time. Are there any revisions you're considering?

Reminder: Don't forget to celebrate your wins along the way! Plus, make a plan to celebrate with your cohort and encourage others in their LEAD Group to celebrate the wins along the journey.

MAY (CONT.)

[OPTIONAL] ACTIVITY DIRECTIONS:

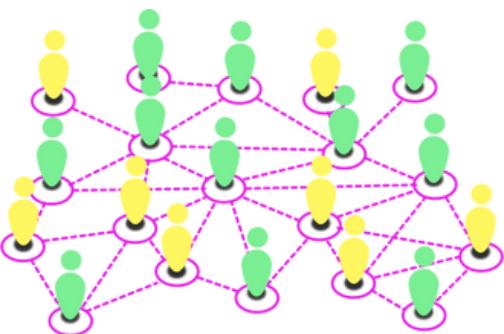
Creating a vision of your Dream Day is powerful and we acknowledge our dreams often change, whether we take a different turn on our path or overcome new obstacles. If you wish, use the space below to reimagine your Dream Day or adapt it to new developments discovered during the NLC Institute. The original activity directions can be found on page 31 of the LEAD Workbook section.

MY DREAM DAY X10 (REMIXED)...

FROM LEAD TO LEADERFUL: WHERE ARE YOU NOW?

You made it to graduation! You are part of NLC's leaderful network. In NLC we know a leaderful movement makes long term change, together. NLC, as an organization, moves the country forward because of YOU. The rest of your NLC alumni journey continues now.

Activity Directions: Individually or with your LEAD Group, complete the following reflection questions to close out the NLC Institute.



REFLECTION QUESTIONS

1. Look back at page 35 of the LEAD Workbook section, question 3. How do you feel about the note you left to your future self? Would you go back and change it? Why or why not?

2. As an NLC alum, how do you plan to support NLC's leaderful network? In your cohort? In your chapter? Across the national NLC community?

3. If you had to describe your NLC Institute experience to a friend or family member, what would you say?

POST INSTITUTE: PASSION & FOCUS

When we began the LEAD Experience back in January, we started by reflecting on how we're approaching and understanding different aspects of our lives. Let's examine how our *passion* and *focus* has evolved over the course of the six-month NLC Institute. As a reminder we have included our definitions of passion and focus below. On your own, plot yourself on the next page based on the same categories from LEAD Weekend and then answer the reflection questions below:

PASSION

Passion is the compulsion to continually improve, develop, challenge, actively participate in, or create. To have passion requires a hunger and a thirst to **do**. It is inherently action-oriented because passion is the fuel that drives action forward. It's not enough to be curious or dream about something. We need passion to ensure that the things we are curious about, want to change, or that ideas of what you could do or be, don't die on the vine. We need passion in order to go from **thinking to acting**.

FOCUS

Focus is having a clear understanding of what you are doing and why you are doing it. To have and live with focus means to have an ideal outcome and **clarity** of the bigger picture and general landmarks you want to hit along the way. It doesn't mean knowing every step or exactly how you will get there, but it does mean that when an opportunity comes along that could get you closer, you're ready to jump because you already know what you want to achieve.

REFLECTION QUESTIONS

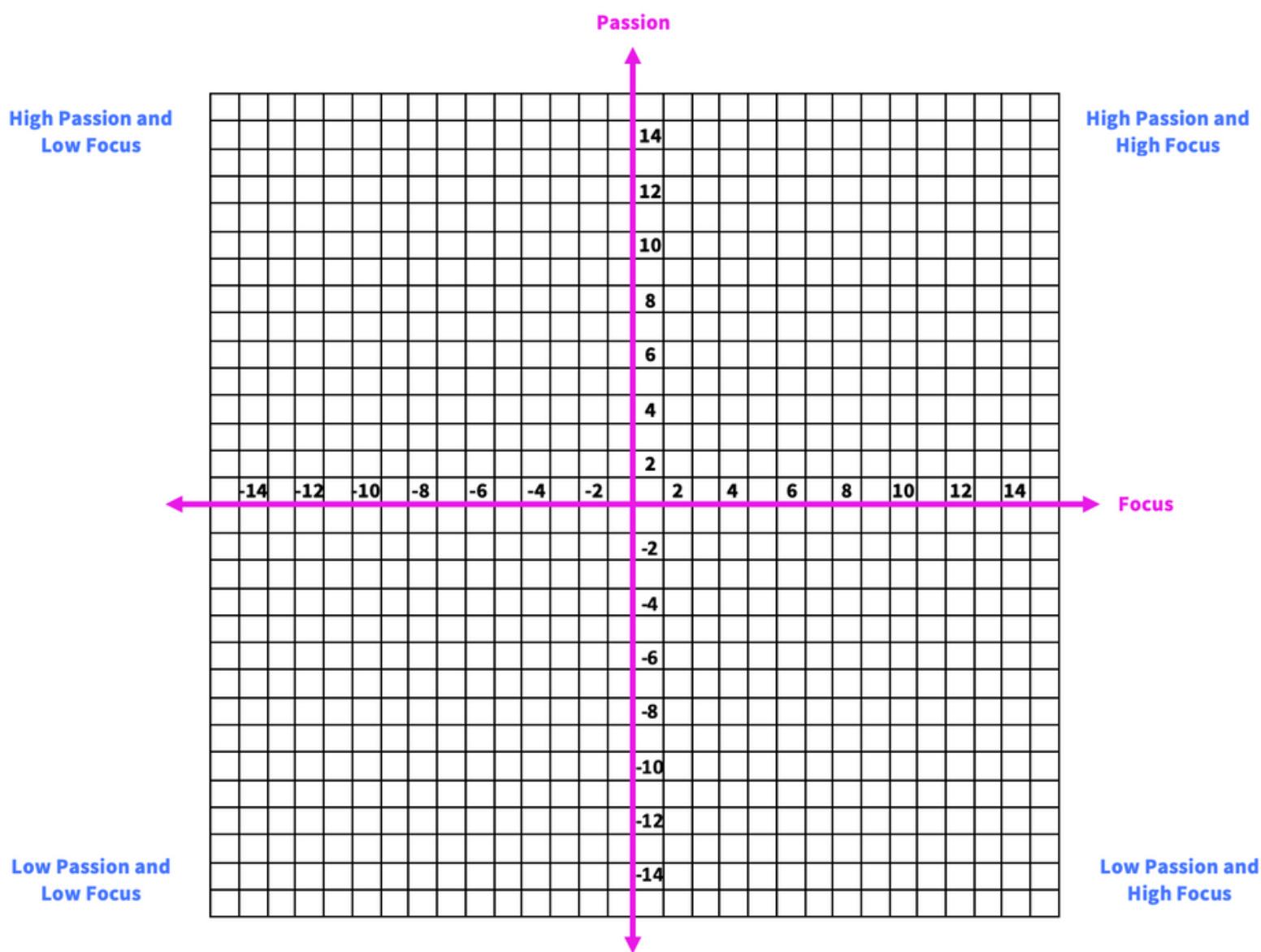
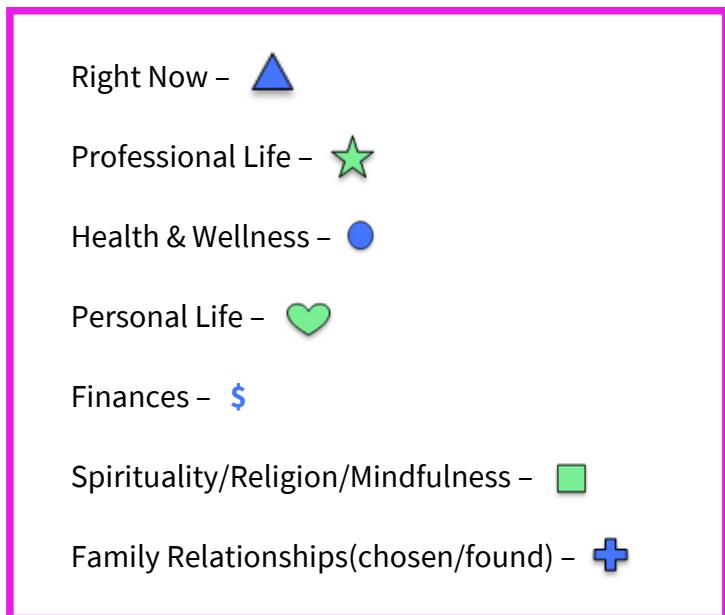
1. How have your answers changed from six months ago?

2. Does anything surprise you? How do you feel reflecting on this activity?



Schedule time in 6 months to review these questions again individually or with your LEAD Group. Truly, add it to your calendar or notes reminder now!

POST INSTITUTE: MATRIX



THE NLC INSTITUTE

FEB-MAY REFLECTIONS & ACTIVITIES



FEBRUARY

THE NLC INSTITUTE REFLECTIONS & ACTIVITIES



**PROXIMATE LEADERS:
THOSE ON THE FRONT LINES WHO
MAKE CHANGE IN THEIR COMMUNITY,
FOR THEIR COMMUNITY**

FEBRUARY OPENING REFLECTION



COMMUNITY BUILDER & REFLECTION

Your Chapter Leaders will guide you through an energizing activity to get the weekend started and build community among your cohort of Fellows. Feel free to share this community builder in your personal or professional work.

Activity Directions: At the start of the Institute weekend, take a moment to reflect on your NLC journey and answer the following opening reflection exercise. Your Chapter Leaders will guide you.

Values: Circle the NLC value you are centering during this Institute weekend:

- Equity
- Transparency
- Anti-Oppression
- Progress
- Accountability
- Trust
- Continuous Growth
- Community

Set an intention: What is my goal for this Institute weekend? What do I want to get out of the sessions and time with Fellows?

COMMUNITY AGREEMENTS CHECK

Which of the community agreements created during the LEAD Experience is most front and center for you this weekend?

LOCAL CONTEXT CHECK

Continuing our discussion from the LEAD Experience, let's lift up our connections to the community. What local topics or current events should the group keep in mind during our time together?

FEBRUARY CLOSING REFLECTION

REFLECTION QUESTIONS

1. Community: What do I perceive as my role in my community to achieve collective impact? How can I activate the NLC network?

2. Leadership: How did this Institute weekend advance the goals I set during the LEAD Experience?

3. Movement: What is one issue or policy area in my community that I want to learn more about? Is this a topic that I can activate in my Capstone project?



CLOSING COMMUNITY BUILDER

Your Chapter Leaders will guide you through one final activity this weekend. Feel free to share this community builder in your personal or professional work.



FEEDBACK FORMS

Data is cool. Data is fun. Share your feedback, and we can call this weekend done. Tell us what's working, needs improvement, and anything else on your mind.

MARCH

THE NLC INSTITUTE REFLECTIONS & ACTIVITIES



PROGRESS:

**TRAINING AND INVESTING IN LEADERS WHO ARE
COMMITTED TO MOVING THEIR COMMUNITIES
AND COUNTRY FORWARD**



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MARCH CLOSING REFLECTION

REFLECTION QUESTIONS

1. Community: What lessons have I learned about messaging and framing that will help me more effectively advocate for my community?

2. Leadership: How could I use the fundraising skills I learned this weekend to advance equity in my community?

3. Movement: What ways can I contribute to the pursuit of economic justice in my community? Who should I engage as allies for this work?



CLOSING COMMUNITY BUILDER

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APRIL

THE NLC INSTITUTE REFLECTIONS & ACTIVITIES



**INTERROGATE + DISRUPT
SYSTEMS OF POWER:
WE ARE THE ONES WE'VE BEEN WAITING FOR**



COMMUNITY BUILDER & REFLECTION

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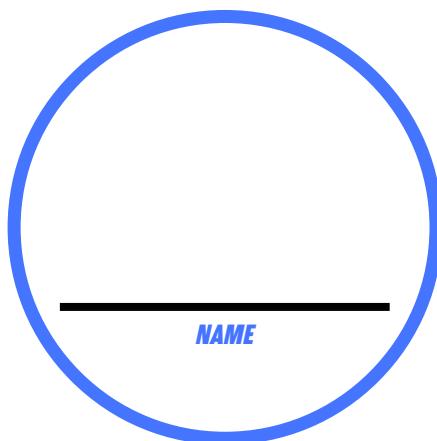
IDENTITY MAP EXERCISE

UNDERSTANDING IDENTITY AS WE MAP OUR ROLE(S) IN THE SOCIAL CHANGE ECOSYSTEM

Each of us has a unique role to play in advancing social change. To understand and activate those unique skills, we must understand the complexity of identity and how groups of people most deeply and effectively align their capabilities for progress. When we understand ourselves, we can better recognize the gifts and talents of others and align our efforts for more systemic and sustainable change for our communities and, ultimately, our world.

EXERCISE: MAP YOUR PERSONAL IDENTITY

Activity Directions: Each of us has a myriad of identities, and depending on the context, some are more prominent at times than others. For this exercise we want you to consider as many aspects of your identity as possible. In the center circle, add your name, and then add circles to reflect aspects of your identity. Consider roles you play in your family, things you value and/or groups you're a member of. Identities include sister, accountant, Jewish, etc. Use the examples from the video as guides, but create a map that feels representative of you.



UNDERSTANDING YOUR BIG 8 IDENTITIES

Activity Directions: Take a moment to complete the worksheet below by first adding your own identity in the last column. Then, circle where you have privileged and subordinated identities. We can carry both. Note how many spaces of privilege you have, and consider how you might leverage those to design and build a more equitable world. To explore further, you can look at the work of Kimberlé Crenshaw on how intersectional identity layers the impact of oppression (and the impact of privilege) for greater challenges for some and greater ease for others.

Social Identity	Dominant [US]	Subordinate [US]	Additional Context [ME]
Ability	(Temporarily) Able-bodied	Physical, mental, emotional, learning disability	
Age	30's to early 50's	Below 30's & older than 50's	
Ethnicity	Western European	Non-Western European	
Gender	Male	Female, Transgender, Non-binary	
Race	White	People of Color, Multi-racial	
Religion	Christian	Muslim, Jewish, Buddhist, Atheist, Agnostic, etc.	
Sexual Orientation	Heterosexual	Homosexual, Bisexual, Asexual	
SES/Class	Upper, Middle, Wealthy	Working, Lower, Poor	

The Social Change Ecosystem Map



@deepaviyer
 @BuildingMovementProject

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@dviyer
 @BuildingMovement

ECOSYSTEMS OF SOCIAL CHANGE (CONT.)

Activity Directions: Take time to review the roles below. Circle the role that feels most resonant for you today. If you have two that feel equally resonant, make a choice about which you'd like to focus on today and select that as your primary role. Once you've selected your primary role, complete the questions on the next page before you will share out.

THE ROLES



WEAVERS: I see the through-lines of connectivity between people, places, organizations, ideas, and movements.



EXPERIMENTERS: I innovate, pioneer, and invent. I take risks and course-correct as needed. **Frontline Responders:** I address community crises by marshaling and organizing resources, networks, and messages.



VISIONARIES: I imagine and generate our boldest possibilities, hopes and dreams, and remind us of our direction.



BUILDERS: I develop, organize, and implement ideas, practices, people, and resources in service of a collective vision.



CAREGIVERS: I nurture and nourish the people around me by creating and sustaining a community of care, joy, and connection.



DISRUPTORS: I take uncomfortable and risky actions to shake up the status quo, to raise awareness, and to build power.



HEALERS: I recognize and tend to the generational and current traumas caused by oppressive systems, institutions, policies, and practices.



STORYTELLERS: I craft and share our community stories, cultures, experiences, histories, and possibilities through art, music, media, and movement.



GUIDES: I teach, counsel, and advise, using my gifts of well-earned discernment and wisdom.

IDENTITY MAP REFLECTIONS

Consider how your identity and experiences support the Building Movement Project's Social Change Ecosystem Role you've selected for yourself. Complete this reflection questionnaire about your primary role and then join a community of peers who share the same primary role to discuss what's both beautiful and hard about the role you play and why.



PEER SHARE OUT

After completing your identity map, your Chapter Leaders will put you in pairs or small groups to share out and discuss the reflection questions below.

REFLECTION QUESTIONS

1. What primary role did you select and what resonated about the description of that role?

2. When have you played that primary role before? Share an experience where you were able to contribute those skills and abilities to an effort, project or idea. How did it make you feel? What was hard about engaging in that role?

3. With what roles might you powerfully collaborate with? What's one example of how you might partner in an effort you're working on now with someone who has another primary role?

CLOSING REFLECTION: MAPPING YOUR ROLE IN THE SOCIAL CHANGE ECOSYSTEMS

To close out this session, let's take a moment to reflect on your identify and the roles we play in the ecosystem of social change. Take a moment to complete the individual reflection questions below:

REFLECTION QUESTIONS:

1. What is one reflection, insight, or idea you have as a result of this session?

2. What is one question you have, or something you want to learn more about?

3. What is one action might you take as a result of this session?

APRIL CLOSING REFLECTION

REFLECTION QUESTIONS

- 1. Community:** What are the strongest forces for positive change in your area's ecosystem right now? What is still lacking and why?

- 2. Leadership:** What do you still need to learn as a leader to more effectively challenge systems of oppression?

- 3. Movement:** Based on what you heard during the "Changemaker Spotlight" portion of the weekend, what ways can you amplify the work they are doing?



CLOSING COMMUNITY BUILDER

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FEEDBACK FORMS

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MAY

THE NLC INSTITUTE REFLECTIONS & ACTIVITIES



COLLECTIVE IMPACT:
WE CENTER THE LEADERS MOST IMPACTED BY THE
CHALLENGES TO KNOW THE SOLUTIONS THEIR
COMMUNITIES NEED

MAY OPENING REFLECTION



COMMUNITY BUILDER & REFLECTION

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LOCAL CONTEXT CHECK

Continuing our discussion from the LEAD Experience, let's lift up our connections to the community. What local topics or current events should the group keep in mind during our time together?

MAY CLOSING REFLECTION

REFLECTION QUESTIONS

1. Community: How do you define "having a seat at the table?" What will be the most effective way for you to do that for yourself in your community or to uplift someone else?

2. Leadership: How can you take the skills learned in the NLC Institute and advance work that protects and expands democratic institutions and values?

3. Movement: What are some ways you want to be an engaged NLC alum after the NLC Institute concludes next month?



CLOSING COMMUNITY BUILDER

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FEEDBACK FORMS

Data is cool. Data is fun. Share your feedback, and we can call this weekend done. Tell us what's working, needs improvement, and anything else on your mind.

CAPSTONE PROJECT

**BETTERING YOURSELF AND YOUR COMMUNITY THROUGH
INDIVIDUAL GROWTH AND COLLECTIVE IMPACT**



INTRODUCTION AND CONTEXT

WHAT IS THE CAPSTONE PROJECT?

The Capstone project serves as a collective impact incubator, where NLC Fellows create a public commitment to identify a project that captures their passion, fills a need in the community, and leverages the skills NLC provides through the Institute. Fellows develop their projects throughout Institute, from February to May, by applying the skills learned during each month's Institute sessions before presenting their plan of action during Capstone presentations.

This is where NLC's training effectively comes to life. Each year hundreds of Capstone projects are incubated inside the Institute as we turn place-based training directly into collective impact.

WHY THE CAPSTONE PROJECT?

During LEAD Weekend, you spent time looking back and ahead in your life to better determine how you could create a fulfilling and impactful life as a place-based new leader. One extension of that pursuit is something unique to New Leaders Council: the Capstone project.

WHAT CAN YOU EXPECT FROM YOUR CHAPTER'S INSTITUTE/CAPSTONE TEAM?

- Dedicated time to work on your Capstone project every Institute weekend.
- This Capstone section of the Fellow's workbook to provide you will exercises, thought-provoking questions, and structure to develop your project over the next few months.
- Opportunities to talk about and refine your ideas with your cohort and LEAD Group.

QUESTIONS?

Reach out to connect with your local Institute and/or Capstone team or the National Programs Committee Capstone Co-Chairs



- Anna Marsden, *Dallas 2018 Fellow* (She/Her/They/Them):
amarsden@newleaderscouncil.org
- Dave Rini, *Boston 2014 Fellow* (He/Him):
drini@newleaderscouncil.org

CAPSTONE THROUGH THE YEARS

WHAT KIND OF PROJECTS CAN I DO?

The Capstone project is designed to be flexible for Fellows. You are encouraged to think creatively about what community you want to serve with your Capstone and what actions you believe will help accomplish this goal. Below we provide you with some examples from the #NLCFamily across the country. Additionally, see the appendix at the end of this workbook for a full list of ideas.

CAPSTONE PROJECT HIGHLIGHTS



POLITICAL

Gabriela Santiago-Romero NLC Detroit '21

"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.

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."



ENTREPRENEURIAL

Ernest Levert Jr. NLC Columbus '21

"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!"



COMMUNITY

Renee Menart NLC San Francisco '21

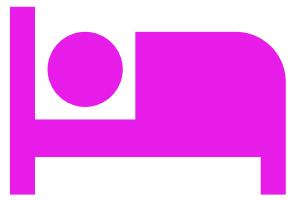
"Following my Institute fellowship in 2021, I published *Demetri Makes a Memory Quilt*, a story of a young boy whose mom is in prison.

When I was a 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 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."



EXAMPLE CAPSTONE PROJECTS



CREATE AN ENTITY

- Form a nonprofit.
- Launch a business.
- Start a podcast.
- Create a program within an existing entity.
- Improve a system or process.

INFLUENCE POLICY

- Form a think tank.
- Start a lobbying group.
- Become an expert advisor.
- Lobby for a policy change.
- Learn about the law-making process.

PURSUE PERSONAL DEVELOPMENT

- Create a plan for self-care and rest.
- Build a specific skillset for the future.
- Discern a path through experimentation.
- Invest or plan to save money.
- Write a book.
- Apply for a continuing education program.

HOST AN EVENT

- Host a conference or convention.
- Put on a cultural, educational, or issue-based event.
- Organize a food or supply drive.
- Host a panel of thought leaders to bring awareness to an issue or cause.

POLITICAL ORGANIZING

- Run for an elected position.
- Seek a board or commission appointment.
- Apply for a candidate and campaign school.
- Organize your neighborhood association.
- Implement a voter turnout effort/GOTV.
- Manage a campaign (for a person or a policy).

COMMUNITY SERVICE AND BETTERMENT

- Develop a workbook or guide on a specific passion project (how to start a non-profit, how to use technology for civic engagement, how to lobby for change).
- Raise funds for an organization you care about using the skills learned in NLC Institute.

CHANGE THE PHYSICAL ENVIRONMENT

- Advocate for clean air.
- Create art.
- Construct, preserve, or renovate a building.
- Cultivate community through placemaking.
- Improve transit access.

PROFESSIONAL DEVELOPMENT

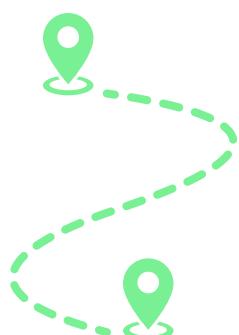
- Plan path towards a promotion.
- Create and implement a policy at work.
- Create a plan to successfully receive a raise.
- Apply for a professional development program.
- Start your own company.

EXPECTATIONS & ROAD MAP

WHAT DOES NLC EXPECT OF YOUR CAPSTONE?

- A completed Capstone includes the following:
 - **A public commitment:** You will share the commitment you are making with NLC.
 - **An action plan:** This doesn't have to cover every element of your commitment, but is designed to give you momentum to get started!
 - **A presentation** in May. Your chapter will share their preferred format for this presentation during the Institute. Stay tuned!

CAPSTONE ROAD MAP



Over the next five months, you will take actions each month that eventually produce a finished Capstone. During the LEAD Weekend, you reflected on your strengths, commitments and values. Additionally, you created a personal goal statement for one year from now and bigger vision for where you want to be in 10 years.

You'll use those LEAD activities to build out your initial Capstone outline, which will become your final Capstone presentation that highlights how you'll contribute to your community as a proximate leader.

FOCUS AND GOALS

	FOCUS AND GOALS
JANUARY	Brief Capstone overview during the LEAD Experience.
FEBRUARY	Let's get workshopping! After an introduction to question formulation technique (QFT), you will engage in a crafting your Capstone visioning exercise.
MARCH	Reflect upon the Fundraising Fundamentals session as well as the Messaging and Framing session of the NLC Institute weekend to identify the resource needs, financial and otherwise, of your Capstone, if applicable.
APRIL	Focus on the actions you need to take in order to complete your project and begin sequencing those steps together in an intentional order. Start your presentation checklist.
MAY	Capstone Presentations! Good Luck!
JUNE	Don't stop there, keep the momentum going.

FEBRUARY

THE CAPSTONE PROJECT

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.



JULES GOOD
NLC NEW HAMPSHIRE '21

Somersworth, NH Selectperson
Founder, Neighborhood Access

YOU DOWN WITH QFT?

YOU ARE
HERE

**Creating
Your
Capstone
Vision & QFT**

**Assessing your
Communications
& Financial
Needs**

**Creating Your
Timeline &
Developing a
Plan of Action**

**Capstone
Presentations**

**Keeping The
Momentum
Going**

WHAT IS QUESTION FORMULATION TECHNIQUE ("QFT")

To generate creative energy as we start our Capstone planning, this next section focuses on a useful tool used in New Leaders Council called Question Formulation Technique (“QFT”). Write down your best guess about what it could be or a summary of it if you’ve used it before:



At its core, QFT is a way for you as a Fellow to ask and improve questions about a particular topic or interest area that could be fertile ground for your eventual Capstone. *Let's watch a short video about QFT's use in academic spaces.*

Your Chapter Leaders will then run you through a deck and the corresponding exercises, to put this practice into action as it relates to creating your Capstone vision.

As you saw, there are four parts to QFT.



Produce your own questions about issues facing their community.



Improve their questions.



Strategize on how to use their questions to come up with answers.



Reflect on what they have learned and how they learned it.

ATTRIBUTION: RIGHT QUESTION INSTITUTE

rightquestion.org

PRACTICING QFT

Let's practice using the process now with a topic some people have strong opinions on, but that ultimately doesn't matter much in the grand scheme of things. Your Chapter Leaders will place the focus prompt on the screen.

STEP ONE: PRODUCE

Reminder: Follow these rules as we generate questions over the next 2-3 minutes:

- Ask as many questions as you can.
- Do not stop to answer, judge, or discuss.
- Write down every question exactly as it was stated.
- Change any statements into questions.
- Number the questions.

NUMBER	TYPE	QUESTION

OVER/UNDER? (CONT.)

STEP TWO: IMPROVE

Now, let's improve our questions with some editing. First, identify your question type. Close-ended questions can be answered with a "yes" or "no" or with a one-word answer. Open-ended questions require more explanation. Write "c" or "o" in the box next to the questions on the previous page.

What are the pros of open ended questions? Closed? What are cons of each?

Now, change one open question to closed and one closed to open and rewrite it in the box below. How was this step helpful?

STEP THREE: STRATEGIZE

Choose three questions you consider most important. Circle them on your list. Why did you choose those three questions?

STEP FOUR: REFLECT

The final step of QFT is to reflect. Though we are started with a light topic, what are some ways the QFT process helps generate deeper thinking about a topic?

MORE FUN WITH QFT

QFT FOR YOU AND ME



Let's do the process again, but now with something more serious and relevant to our work as place-based leaders. Your Chapter Leaders will place the new focus prompt on the screen. You will have 20 minutes to complete the QFT steps in your LEAD groups.

STEP ONE: PRODUCE

Reminder: Follow these rules as you generate questions with your LEAD group:

- Ask as many questions as you can.
- Do not stop to answer, judge, or discuss.
- Write down every question exactly as it was stated.
- Change any statements into questions.
- Number the questions.

NUMBER	TYPE	QUESTION

MORE FUN WITH QFT (CONT.)

STEP TWO: IMPROVE

Now, let's improve our questions with some editing. First, identify your question type. Close-ended questions can be answered with a "yes" or "no" or with a one-word answer. Open-ended questions require more explanation. Write "c" or "o" in the box next to the questions on the previous page.

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The final step of QFT is to reflect. Though we are started with a light topic, what are some ways the QFT process helps generate deeper thinking about a topic?

CLOSING QFT

During the Institute, Fellows will workshop challenging community issues. We encourage you to return to QFT when you're discussing challenging community issues. The technique allows the group to draw from their shared and varied backgrounds and experiences to identify root causes of systemic inequity that need to be disrupted and eliminated.

HOW LIKELY ARE YOU TO UTILIZE THE QFT SKILL?

Not likely



Very likely

Recap: Throughout this program, we will ask that you apply the skills learned during each month's Institute to a Capstone project of your choosing. This Capstone project can be a new initiative you've been incubating or an expansion of a current project you already have in the works. Also, this project can be public-facing or more of a personal endeavor. Both types of projects have the power to amplify collective impact and drive change. Go back to page 69 for more examples.

Fellows are asked to deliver three things:

1. **A public commitment:** you will share the commitment you are making with NLC.
2. **An action plan:** this doesn't have to cover every element of your commitment, but it does need to get you started!
3. **A presentation** during May. Your chapter will share their preferred format for this presentation during the Institute.

If you feel lost in all the possibilities, reconnect to your vision and measure your progress against your values. If you feel overwhelmed by the enormity of your project and/or the issue(s) you're fighting, remember this is a beginning, not an end! The goal is not for you to have a fully completed project by the end of Institute, but rather to have a plan that you can take with you and continue executing after Institute with the help of the new network you've built!

CREATING YOUR CAPSTONE

Now, let's turn that creative energy into the initial idea(s) about your Capstone. We will build upon our work with OFT to create your Capstone vision in the next section.

CREATING YOUR VISION

CREATING YOUR VISION

What topic do I care deeply about?

Now that we have asked questions in order to think about Capstone possibilities, let's begin to create your vision. Think back to LEAD Weekend and what you wrote for your Goal Stack activity (near future) and Dream Day x10 (far future). Use the boxes below to summarize the most important ideas or concepts you wrote about in those activities.

FINISH THE SENTENCE...

I care deeply about...

I can make the biggest impact...

I want to see a world where...

CAPSTONE IDEAS

What do I intend to bring to reality?

In the box below, brainstorm a few intriguing short-term projects that might move you toward collective impact or fill a need in the community. Include great ideas from your LEAD materials, too. Come up with at least 10 ideas. Circle 2-3 that excite or energize you!

One big thing I could do... build... start... try...



LEAD GROUP WORK TIME

Get into your LEAD groups and share your initial Capstone vision and 2-3 most exciting ideas. Use the following questions to guide your group share-out:

- Does the vision excite or inspire others?
- Is the vision measurable in a way that keeps me engaged and focused?
- How does this vision address or fulfill a need or challenge in my community?

CREATING YOUR VISION (CONT.)

PROPOSED CAPSTONE VISION

What goal do I intend to bring to reality?

In the space below, encapsulate your current vision for how to direct your passion and focus toward a Capstone project during the remainder of the Institute. Perhaps your Capstone vision is tied to one of the three goals you identified on page 24 of the LEAD section of this workbook.

Draft an action statement by leading off with a strong, observable, active verb. Set a completion date. This should represent reaching "the top of your Goal Stack mountain" – what you will do or create, by when, in order to be "finished." Consider what impact you see at the completion of your project. What does success look like?

I will...

STRENGTHS, COMMITMENTS, AND VALUES

Why am I the person to bring this goal to reality?

During LEAD Weekend, you shared your key strengths, commitments, and values based on the lists provided on pages 12-13 of the LEAD workbook section. Choose 1-2 strengths, commitments, and values from each category that specifically apply to the proposed project you identified. Think about which of your broader commitments your project addresses. Which of your strengths will allow you to infuse this broader commitment with your values?

Strengths:

Commitments:

Values:

YOUR PUBLIC COMMITMENT

DRAFTING YOUR PUBLIC COMMITMENT

Why is this project valuable?

Draft a working public commitment statement that you will share with your cohort. As you make progress on your Capstone project, this statement will likely need to be refined and, therefore, does not need to be perfect. Right now, it will serve to guide the first steps in your action plan. You will deliver the final version of your public commitment statement during your Capstone presentation at the end of Institute.

I, _____, value _____ and am committed to _____,
(name) (value) (commitment)

I believe I can use my _____ skills to effect change through individual
(strength)

growth and collective impact. To this end I will, _____

_____.

(Capstone vision statement)

Once you've filled in the blanks, rearrange and rewrite the statement here:

SHARING YOUR CAPSTONE VISION



LEAD GROUP WORK TIME

Get into your LEAD groups for the next 20 mins. Share your draft public commitment statement and the vision you want for your Capstone project. Your group will offer feedback. Take notes below on any thought provoking suggestions, questions, or feedback that was discussed.

Final Reflection: Congrats! You've started your NLC Capstone. To close out the visioning exercise, describe what your Capstone will likely be in 3-5 words using the spaces below.



Planning For Success: Your local leaders will support you as you craft your Capstone vision and turn passion into action over the next few months. There will be time to work on your Capstone embedded into each Institute weekend. Following this visioning workshop, what do you need to do to plan for success? Write your action items or next steps below.

ALUMNI EXERCISE

HOMWORK: INTERVIEW NLC ALUMNI COMMUNITY MEMBER

The NLC Family is a powerful network. Look into your local NLC alumni network for support. Alums can be useful mentors whether they are interested in your Capstone topic, or share a common value or life experience. Either ask your Institute Chairs for a connection or reach out to an alum on your own. These are sample questions and comments you might use to connect with them.

SECTION	SAMPLE QUESTIONS OR COMMENTS
Invitation <i>Goal: Schedule a time to talk</i>	I am working on a [community/professional/personal] Capstone project and I'd really like your opinion and feedback. Could I take you to coffee this week or schedule a video meeting?
Introduction <i>Goal: Offer context on what you're considering</i>	<p>Let me tell you about my vision to address a challenge/need, some of my passions and skills, and why this excites me...</p> <p>Right now, I am doing some brainstorming about a project that I could work on for the next year or more which would be meaningful for both my community and myself. I thought you might have some valuable insight.</p>
Their Journey and Experience <i>Goal: Understand their needs, frustrations, desires</i>	<ul style="list-style-type: none">• How are you involved with this arena now? Or how are you affected by this issue?• What's been your experience with it thus far?• When you are trying to get this done, who do you look to/go to for help?• What do you feel works pretty well that you wouldn't change? What do you wish was different?• How has this problem negatively and positively impacted the community?• Why is it important to you? Why should the community care?• What obstacles do you or this community face?• If you could wave a magic wand and change anything about this issue, what would it be?
Your Project <i>Goal: Share your proposed project</i>	<p>So, let me tell you what I've been thinking for my project. I'm trying to respond to [challenge/need]. I intend to [propose project]. I think it will be valuable because...</p> <p>What I'm envisioning is... (share some key pieces of the vision or explain how it might work)</p>
Feedback <i>Goal: Get useful feedback to shape your project</i>	<ul style="list-style-type: none">• Does that make sense? Any questions?• What do you like about the idea? What is helpful or useful about it? Why? What doubts do you have? Where do you feel skeptical? Why?• Is it similar to anything which already exists? And if so, how might you connect with that already existing network fighting for a common cause or issue?• What's really unique and special?• What would make this project super awesome?• Do you have any other ideas or suggestions?

MARCH

THE CAPSTONE PROJECT

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 friendtors (friend + mentor) among my NLC cohort and NLC Columbus alumni.



ERNEST LEVERT JR.
NLC COLUMBUS '21

Founding Director,
The Royal Oak Initiative (ROI)

ASSESSING YOUR NEEDS

Capstone

**Capstone
Overview**

**Creating
Your
Capstone
Vision & QFT**



**Creating Your
Timeline &
Developing a
Plan of Action**

**Capstone
Presentations**

**Keeping The
Momentum
Going**

PROTOTYPING

What is my message and what need am I meeting?

Reflect upon the Fundraising Fundamentals session as well as the Messaging and Framing sessions of the NLC Institute weekend to identify the specific financial and communications needs of your Capstone, if applicable. Not all Capstone projects require financial or other types of support in the boxes below.

Use the questions below and on the next page to think more deeply about your project. Usually the questions in one box will prompt answers in other boxes too. Feel free to sketch diagrams, flowcharts, cost estimates, contact lists, grids, etc. as needed.

KEY ACTIVITIES

- What will you have to do in order to fulfill your promise? What will you have to do to realize your vision?
- What will require time and energy (from you or others)? What activities are needed to start?
- What activities will be needed later to sustain or scale?

ROLES

- Who is doing the activities?
- What are their ideal characteristics?
- How is the relationship between these roles structured?

GENERAL RESOURCES

- Besides people, what else will you need in order to do your activities?
- Consider facilities, supplies, professional services...

PARTNERS

- Who can you collaborate with to make this happen? What outside parties will you have to work with?
- Who could you lean on for resources, expertise, or capacity?

ASSESSING YOUR NEEDS (CONT.)

FINANCIAL NEEDS

- What activities will require money?
- What roles, resources, and channels will need money? What money do you need to start vs. sustain over time? What is fixed vs. variable?

REVENUE

- How will you get the money you'll need to start? How will you get the money you need to continue? How could you make it self-sustaining over time?
- How much would people pay to see the promise fulfilled? Consider investors, donors, sponsors, partners, product or ticket sales, fees for services, royalties, in-kind items...

CHAMPIONS

- Who is invested in seeing the problem solved?
- Who can open doors for you, or who could undermine your project if not on your side?
- How can your mentors and personal board of advisors help you?

EVALUATION

- How will you know you've been successful?
- What numbers or facts could tell you how you're doing? What could you do to compare between now and then? When could you check progress benchmarks?

CHANNELS

- How will you communicate with stakeholders?
- How will you deliver the value you promised to them? Where and how will you interact with them?
- Who else needs to know about this to make it take off?
- How will they learn about you and stay in touch?

MESSAGING

- What is important for stakeholders, allies, and members of the affected community to know?
- How do you want them to respond? What are you asking them to do?
- How will I communicate my brand or message?

ASSESSING YOUR NEEDS (CONT.)

Using the Question Formation Technique (QFT) from the February Institute weekend, write out 2-3 thought provoking questions about your Capstone project in its current state. Use the space below:

Revise your public commitment statement as necessary based on your questions. Develop a rough priority list of tasks for your action plan. Use the space below:



HOMEWORK BEFORE APRIL

- Make a plan for how to get the resources needed.
- Meet with your LEAD group.
- Interview or meet with community leaders and stakeholders to gather feedback. (*Optional*)
- Check in with your local Capstone Chair or Institute team to track progress.

APRIL

THE CAPSTONE PROJECT

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.**



**GABRIELA
SANTIAGO-ROMERO
NLC DETROIT '21**

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

CREATING YOUR PLAN

Capstone

YOU ARE HERE

**Creating
Your
Capstone
Vision & QFT**

**Assessing your
Communications
& Financial
Needs**

**Creating Your
Timeline &
Developing a
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**Capstone
Presentations**

**Keeping The
Momentum
Going**

KEY QUESTIONS

*What are the specific actions needed to accomplish my goal?
What is my timeline?*

For long-lasting change in our society, we must intentionally interrogate and disrupt current systems of power and oppression. Part of being a leader is recognizing when you have the ability to shift that balance of power to better center the voices and decision making with people impacted by those decisions. The April Institute weekend will provide you with tools, skills, and frameworks to reflect on the intersectional nature of their identities and the role that white supremacy plays in upholding current systems of power. Movements and achieving your goals take time. Let's look to the future and schedule out a timeline for launching or completing your Capstone.

CRITICAL COMMITMENTS

What must I get to done to succeed and when?

Select a date to have your Capstone done. Divide the time between now and then into thirds and write the two benchmark dates between now and then in the boxes below. Review the Capstone details you outlined for your Capstone project last month. Under the 2/3 date, list everything that needs to be in place by that date in order to stay on schedule.

Working backward, repeat with the 1/3 date, identifying needs and anyone whom you can reach out to for support as we started during LEAD Weekend in our Goal Stack section.

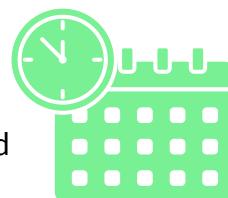
ESTIMATED DATE OF COMPLETION:

1/3 BENCHMARK DATE:

2/3 BENCHMARK DATE:

PASSION IN ACTION

How will I hold myself accountable?



Using the box below, sketch out a timeline between now and your estimated completion date. Add key benchmarks, check points, and a path to execution.

REVIEW YOUR DRAFT TIMELINE:

- Does this seem realistic and doable? Does anything need to be rearranged or timelines adjusted?
- Add a “revise plan” task. When will you review your progress and map out the next benchmarks?
- Consider adding a “celebration” task after significant accomplishments!
- What system will you use to keep your tasks in front of you? Do you want to add a task to get that set up?
- Who will help you stay accountable? When will you check in with them? Do you want to add a task for that?



LEAD Group Work Time: Meet with your LEAD group. Share your timeline and get feedback.



HOMEWORK BEFORE MAY

- Meet with your LEAD group.
- Work on your presentation format and delivery.
- Continue learning, revising, and using the Institute experience to guide your plan.
- Check in with your local Capstone Chair or Institute team to track progress and get final guidance before presentations.

CREATING YOUR PLAN (CONT.)

KEY QUESTION

How can I effectively finalize my Capstone project and share it with peers and stakeholders?

This Institute weekend before presentations aims to provide Fellows with the opportunity to explore the processes and hear from the people that are integral to place-based, positive change happening in your community. While the Institute explores our impact, you should identify who else you need to make your desired impact or change.

ALLIES, CHAMPIONS, AND PARTNERS

Who can help me more forward?

Identify the individual people, organizations, and/or communities you need to partner with in order for your Capstone Project to be a success. Build out your list of allies. Select at least 3 people you'd like to contact who have knowledge and expertise, practical skills, passion, or relationships related to your Capstone Project. Over the next month, use this worksheet to help you prepare for, meet, and follow up with each one to ask them to help you reach the finish line.

WHO CAN HELP YOU ACHIEVE YOUR DESIRED IMPACT?	WHAT DO YOU NEED?	HOW CAN THEY HELP?

CREATING YOUR PLAN (CONT.)

PREPARE AND PRESENT

How will I share this project?

You started by examining the past and mapping out your goals during LEAD eekend. Throughout the Institute you identified, researched, and planned out your Capstone project. Now it is time to present!

HOW WILL I PRESENT MY CAPSTONE PROJECT?

Sketch out the content of the presentation. See some of the sample components to cover below:



1. Public Commitment Statement.
2. Project Overview.
3. Action.
4. Your Personal Growth and Learning.

MAY

THE CAPSTONE PROJECT

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.



REP. AJAY PITTMAN
NLC OKLAHOMA '21

Oklahoma State House of
Representatives, District 99

PREPARING TO PRESENT



CHECKLIST: PREPPING FOR MY PROJECT PRESENTATION

- I checked in with my Capstone Chair(s) or Institute team to address any final questions (if needed).
.....
- I selected a method of presentation.
.....
- I clearly identified my goal and proposed a solution.
.....
- I wrote and articulated a strong public commitment statement.
.....
- I developed and shared an action plan to ensure my solution becomes a reality post-Institute.
.....
- I identified type(s) of support or accountability I need from my cohort or Chapter during and after Institute.
.....

WRITE YOUR OWN

Add your own items to your pre-presentation checklist.

-
-
-
-

JUNE

THE CAPSTONE PROJECT

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.



EZRA KONG
NLC OAKLAND '21

Managing Partner & Co-Founder,
Reflex Design Collective

POST PRESENTATION

KEEPING THE MOMENTUM GOING: REFLECTION QUESTIONS

1. What feedback or support did I receive and how can I utilize it moving forward?

2. Which elements of my presentation felt the strongest? Which elements could I improve?

3. Has my plan for completing my Capstone project changed? (It's ok if it has!)

4. What additional support or resources do I need/want now that I will soon begin my NLC alumni experience?

CHAPTER FUNDRAISER

**NLC'S APPROACH TO FUNDRAISING:
A PAY-IT-FORWARD PRACTICUM**



FEBRUARY

THE CHAPTER FUNDRAISER

**ACCOUNTABILITY:
AWARENESS AND UNPACKING
OF ONE'S PRIVILEGE, AND HOW
THAT PRIVILEGE MAY
MANIFEST IN ACTS OF
FRAGILITY**



WHY LEARN ABOUT FUNDRAISING?

IT'S MORE THAN SKILLS BUILDING. IT'S MOVEMENT BUILDING.

From 2006 - 2016, New Leaders Council's work developing the next generation was important. In the aftermath of the 2016 election to the 2020's unleashing of a global pandemic, racial reckoning and attempted insurrection, this work has become critical to the long term health of our cities, states, and country. **Investing in a new kind of leader is essential for the communities we love and serve.** As equity-centered leaders, we find ourselves dealing with a combination of challenges never before seen. With 50 chapters and over 10,000 impressive alumni, NLC is now a key force in the fight for progress.

Every person who is interested in creating social change needs to learn how to fundraise. Whether someone will run for office, join a nonprofit board, raise capital to start a business, or support a ballot measure—fundraising is an essential part of impacting change.

Reflection Question: What causes, campaigns, or businesses have you supported with your financial contributions? How did financially supporting them connect you to a larger movement?

"Every person who wishes to enact positive social change in the world must know how to fundraise."



VINCENT DIXIE

NLC Nashville '15

House Democratic
Chairman at Tennessee
General Assembly

NLC believes in the power of connecting values-aligned changemakers: from rural landscapes to city skylines, from blue states and red states, from the coasts to the heartland. Our communities are never alone in their fight for progress when we support each other's success.

WHY PRACTICE FUNDRAISING?

PAY-IT-FORWARD MODEL

NLC creates a community that nourishes and sustains leaders on the frontlines of change. Fellows go on to share these skills with the causes and organizations they choose to champion, positioning our alumni as a major force behind the movements for progress. **Since our founding, NLC's advancement strategy has embodied a pay-it-forward model.** Each chapter fundraises not only for their next cohort of Fellows to participate in the Institute. They also fundraise with the vision of connecting a national network of local leaders. While Fellows fundraising work focuses on helping fund the next class of local chapter Fellows, you also help other nationwide NLC Fellows too. **Practicing fundraising to help bolster the NLC movement creates ripple effects.**

CHAPTER-WIDE FUNDRAISING GOALS

Each chapter is encouraged to raise at least \$10,000 a year to support this model. Many chapters set a higher goal to expand their Chapter's local program budget.

Each chapter must meet this goal so that NLC can continue to provide improved experiences for future Fellows, offer more opportunities for our alumni, increase Chapters' local impact, and grow the organization's impact.

It is important to call out that **reaching this goal also increases the local chapter programming budget** - as you raise more money locally, you get more money to invest in building your chapter.

NLC CHAPTERS SUPPORT EACH OTHER

We are one organization of many chapters, with **one EIN (Tax ID), one bank account, and one mission: to uplift and center a new kind of leader.**

That's why it's so important for NLC to maintain a strong, networked approach to fundraising.

Natural disasters, the pandemic, and social landscape - all impact chapters in different ways in different years. One year, your chapter could be supporting another chapter facing challenges or launching their chapter. Then years later, that same chapter could be supporting yours in return. It's the chapter-wide effort that enabled NLC to expand across the country.

Reflection Question: What other movements or community organizing models have you engaged with that used a network-wide approach to fundraising?

"NLC gave me a lot of valuable skills from fundraising, to media, to networking that I still use frequently both in business and community work."

- **NLC North Carolina 2016 Alumn**

HOW FUNDRAISING SUPPORTS THE CHAPTER

SUPPORTING TUITION-FREE LEADERSHIP TRAINING

You're joining over 10,000 Fellows who have contributed to make the NLC movement possible. For nearly 20 years, NLC has dedicated our funding model towards ensuring finances are never a barrier to our leadership pipeline. **Each year, NLC provides the Institute programming to 600 - 1,000 Fellows across the country without charging a single person tuition fees. This requires NLC to raise at least \$1M annually.** Organizing a vast network of chapters across the country requires at least an additional \$500K. Depending on the year, the combined efforts of our chapters typically raise 50-60% of those funds, with the national organization raising the remainder.

\$2K

**REQUIRED TO SPONSOR
A NLC FELLOW**

\$30K

**NECESSARY TO MAINTAIN A CHAPTER
PRESENCE + THOUSANDS IN IN-KIND
SUPPORT**

700+

**NETWORK OF LOCAL AND NATIONAL
VOLUNTEERS WHO DONATE
THOUSANDS OF HOURS TO
THE NLC MOVEMENT**

100

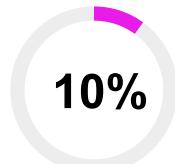
**AVERAGE NUMBER OF HOURS OF
PLACE-BASED TRAINING FELLOWS
RECEIVE BECAUSE OF
NLC'S PAY-IT-FORWARD MODEL**

LOCAL CHAPTER BUDGET TEMPLATE

Each chapter has a baseline budget, determined by their fundraising totals from the previous year. That way every chapter has locally-driven program funds. Then their budget expands based on the more they fundraise. So each chapter's budget varies based on their fundraising totals. Below is a summary of a baseline local program budget.



PROGRAMMING



GENERAL ADMIN



FUNDRAISING



**NLC CONVENTION
TRAVEL**

HOW FUNDRAISING SUPPORTS THE MOVEMENT

NATIONAL NLC MOVEMENT BUDGET

The NLC national movement stretches across our chapters, alumni, Fellows, and partners. Running a multi-chapter movement across regions, while upholding our values of inclusion and equity, requires resources. Moreover, it takes even more resources to implement our program according to our values—such as providing equitable labor practices and accessible programming. Below a summary of the movement-wide resources that your fundraising efforts support as well.



IT TAKES RESOURCES TO ADVANCE PROGRESS

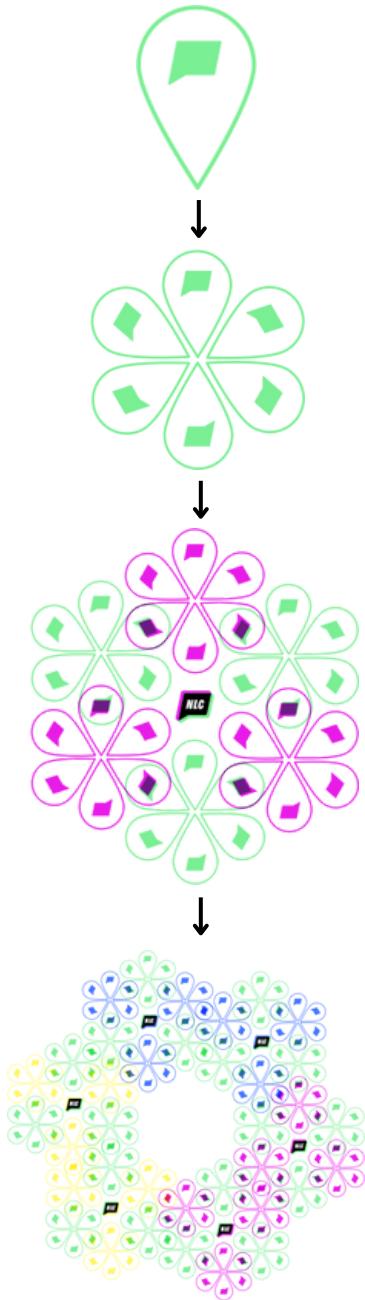
Building such a vast, inclusive, and diverse movement takes resources. Leading with equity-based values requires even more time and resources than the standard way of running organizations. **Yet those opposed to our values, who are dismantling hard won equity across our country, have been outpacing and out-fundraising the movements to which NLC Fellows and alumni commit their lives.** Practicing fundraising to help bolster the NLC movement creates ripple effects via a community that nourishes and sustains leaders on the frontlines of change.

MAINTAINING VS. SUSTAINING PROGRESS

That's just the beginning. These outlines are the **minimum** for what it takes to maintain the NLC movement. **In order to win the future, we need to sustain this movement.** That takes more resources than the budgets described above to power **our theory of change**. It'll take significantly bigger investment to grow NLC's ecosystem of support and elevate our incredible and diverse community of leaders.

The goal is for each chapter to not just maintain but raise enough revenue to expand its programming budget for community engagement strategies. To support expanding more chapters where local leaders need NLC's training and network to accelerate progress. To support powerhouse alumni leading waves of change in their chosen causes and campaigns.

Please know there is a national network of staff, Board of Directors, Advisory Council, and strategic partners who are working alongside you to reach this vision.



WHAT IS THE CHAPTER FUNDRAISER?

THE CHAPTER FUNDRAISER

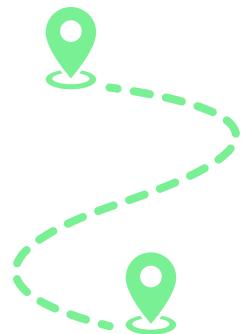
NLC chapters fundraise throughout the year to support the Institute and the national network of chapters. In May or June, each chapter hosts its annual event, which also serves as a cornerstone of the chapter's presence in the lives of its community and alumni. It is designed to be a **collaborative, chapter-wide learning experience** for alumni and Fellows that puts into practice the skills gained during the Institute. This experience provides two critical components for learning: 1) real-time training for fundraising, and 2) hands-on practice in a safe space. The hands-on experience comes from executing event logistics and participating in call times, both of which are cornerstones of fundraising.

GOALS FOR FELLOWS:

- **Support the NLC movement** by helping the chapter's fundraising goals.
- **Practice the training** and internalize the critical skill of securing support (financial and otherwise) that is central to all things in movement building.
- **Experiment with how to fundraise** while staying true to one's values and expanding beyond your comfort zone.
- **Work collaboratively** with peer leaders from different backgrounds and points of view towards a common goal.
- **Use this event as an opportunity** to confront fears and to practice asking for money in a supportive, low-stakes environment.
- **Learn how to plan and execute a successful in-person or virtual event.**

Reflection Question: Have you ever participated or organized a fundraiser before? If yes, what did you learn that will help with this experience? If not, what do you hope to learn through this experience?

ADVANCEMENT ROAD MAP



Fundraising is a necessary component of many of our Fellows' long and short-term goals. **More than 80% of previous NLC cohorts cited fundraising as one of the primary skills they wanted to learn during their institute experience.** The ability to engage with it firsthand with the support of chapter and national leaders is important and unique. It is a form of experiential learning that allows for a safe, structured, environment.

The annual Chapter Fundraiser is another opportunity for project-based learning. The Fundraiser will be identified by Chapter leadership and planned by the Chapter's alumni along with Fellows support.

NLC RIPPLE EFFECTS

Practicing fundraising to help bolster the NLC movement creates ripple effects. NLC creates a community that nourishes and sustains leaders on the front lines of change. Fellows go on to share these skills with the causes and organizations they choose to champion, positioning our alumni as a major force behind movements for progress.

FOCUS AND GOALS

	FOCUS AND GOALS
JANUARY	Intro to Chapter Fundraiser & Advancement during the LEAD Experience
FEBRUARY	NLC's Approach to Fundraising for Collective Impact, presentation on HQ's advancement efforts, the backbone of our pay-it-forward model
MARCH	Fundraising fundamentals workshop including the Asset Mapping exercise and Alumni Giving Practicum
APRIL	Our signature Call Time Challenge
MAY	Fundraiser Work Time & Planning
JUNE	Chapter Fundraisers across the country

MARCH

THE CHAPTER FUNDRAISER

**ANTI-
OPPRESSION:**

CENTERING HUMAN DIGNITY

AND LIBERATION FOR ALL

PEOPLE; ADDRESSING AND

ENDING SYSTEMIC

INEQUALITIES



THE FUNDRAISING PRACTICUM

Fundraiser

YOU ARE
HERE



**Intro to
Chapter
Fundraiser &
Advancement**

**NLC's
Approach to
Fundraising
for Collective
Impact**

**Call Time
Challenge**

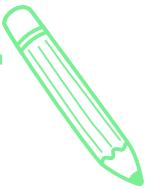
**Fundraiser
Work Time &
Planning**

**Chapter
Fundraiser**

TIME TO PRACTICE.

Raising funds is critical to serving on a board of directors, founding a startup or nonprofit, or running for office. Last month, you learned more about NLC's approach to fundraising for collective impact and how we believe in the power grassroots donations to create place-based change. Now it is time to practice these skills.

You will participate in two key activities, *asset mapping* and our *alumni giving practicum*, which is an opportunity to practice making the ask.



PART 1: QUICK WRITE

Think about all the fundraising requests you receive: texts, calls, emails, and everything on social media. Think about how many you ignore. Write a sentence or two below about why you send them to spam, trash them, or ignore them?

A large rectangular box with a thick pink border, designed for handwritten responses.

Now, think about the ones you read more closely. Think about the ones you might have clicked. Think about the ones you might have actually taken the action of donating money toward. Why did you do that? Write a sentence or two below explaining what happened.

A large rectangular box with a thick pink border, designed for handwritten responses.

PART 2: NLC'S CASE FOR IMPORTANCE OF FUNDRAISING + THE FUNDAMENTALS

FILL IN THE BLANK

Think back to the NLC's Approach to Fundraising for Collective Impact deck from February. Fill in the blanks below based on what you have learned thus far. *Your local Chapter Leaders will ask for a couple folx to share their answers.*

At NLC, we believe _____ about the importance of raising money. The NLC Institute includes training on this skill because _____ _____ . To be successful, we believe in these three fundamentals about fundraising _____, _____, and _____.

THE BIG FUNDAMENTALS

Let's work on your fundraising playbook. As we practice this skill we have to consider the three fundraising fundamentals that are part of making a strong and successful ask: the why, the who, and the how. In the boxes below, first free write your definition of each fundamental, and then we will discuss how NLC defines each category.

#1: THE WHY

#2: THE WHO

#3: THE HOW

Your initial definition:

NLC defines it as:

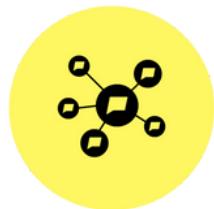
Your initial definition:

NLC defines it as:

Your initial definition:

NLC defines it as:

FUNDAMENTAL - THE WHY



PART 3: FUNDAMENTALS - THE WHY

A strong fundraising message contains a clear why and call to action. Let's compare two examples below.

WEAK EXAMPLE:

Hello, I am an NLC Fellow. Can you give to NLC? Each year we raise money to pay-it-forward and would really appreciate your support.

STRONG EXAMPLE:

Hello, I am an NLC Fellow completing the NLC Institute program because we need a new kind of leader. Can you give \$23 to support NLC and our mission to provide place-based training to proximate leaders across the country? With your support we can equip leaders with the tools they need to create the country we aspire to be. And keep NLC free!

Describe the differences you see in this box:

At NLC, we believe a strong "why" message does these 3 things:

1) DEFINES THE PROBLEM.

WE NEED A NEW KIND OF LEADER WHO REFLECT COMMUNITIES THEY SERVE.

2) ESTABLISHES WHY NLC IS SOLUTION TO THE PROBLEM.

NLC PROVIDES PLACE-BASED TRAINING & SUPPORT—PROPELLING OUR LEADERS TO CREATE THE COUNTRY WE ASPIRE TO BE.

3) EXPLAINS TO DONORS THAT THEY ARE PART OF THE SOLUTION.

YOUR SUPPORT ENSURES WE CAN OFFER THE NLC INSTITUTE AT NO COST TO ALL FELLOWS ACROSS THE COUNTRY.

Next steps: The talking points about NLC on the following page reflect these three strong parts and will be used for you to craft your own compelling ask of NLC alumni and your network. These efforts will support the Chapter Fundraiser and your own goals identified during LEAD.

WHY INVEST IN NLC?

Messaging and Framing

While much of what you learned in *Making the Ask* is about practicing being your authentic self and honing your messaging and framing skills, we also want to equip you with the right tools to be successful talking about NLC. Utilizing our skills from the Messaging and Framing core session from last month, we have provided our best talking points below that depict why we raise money at NLC. Highlight or underline the points you think will be most useful to you.



NLC GENERAL TALKING POINTS

Overview: For over 17 years NLC has equipped a generation of leaders with proper training and a diverse network of like-minded peers. These leaders go on to address the most pressing challenges before their neighborhoods and the nation. In light of the challenges our world faces, our #NLCFamily is rising to meet the needs of our 50 chapters and showing the strength of 10,000+ individuals choosing to lead together.

We have shared values, skills, and networks as a result of NLC, ensuring that even individual efforts are part of a larger community effort for impactful leadership. We invite you to invest in a new generation of leaders who have demonstrated strength, courage, and leadership during an unprecedented pandemic. Join us in our continued efforts to fight on the frontlines for the safety and well-being of our communities by giving today.

When pitching NLC, the core pitch consists of the following:

- New Leaders Council develops, connects, and uplifts inclusive, cross-sector leaders who transform our country through social and political change rooted in equity.
- NLC's vision is to build power among the leaders closest to their communities to create the country we aspire to be. NLC is where new voices, new ideas, and new leaders connect to make progress a reality.
- Each Fellow receives six months of tuition-free training, experiential learning, and network building. Each chapter tailors our national curriculum to the needs of the local community. This training has allowed our alumni to go on to found their own businesses, lead nonprofit organizations, and serve in elected office.

FUNDAMENTAL - THE WHO

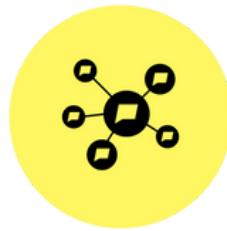
PART 4: FUNDAMENTAL - THE WHO

ASSET MAPPING: WHO AND WHAT IS IN YOUR NETWORK?

Asset mapping is a strategy to determine the strengths and resources of one's community, which are then used to identify stakeholders and supporters. Once your community strengths and resources are inventoried and depicted in a map, you can more easily think about how to build on these assets to advance positive change in your community.

AS YOU GO THROUGH THE INSTITUTE YOU WILL:

- Analyze your network for resources to support and raise funds for NLC via the Chapter Fundraiser.
- Identify possible mentors in your life and how to make the ask for support, guidance, and mentorship during your NLC journey and with your Capstone project.
- Look to the future and how you can invest in NLC, achieve success at work or goals, and reach for new opportunities.



Try to push yourself to write down names in each of the below social circles that are applicable to your life and think of what additional circles exist for you. This will help build a call list and identify resources available to you for mentorship and coaching.

FRIENDS	Ex. childhood friends, college friends, couples, social circles, and neighbors
1. 2. 3. 4. 5.	6. 7. 8. 9. 10.
RELATIVES	Ex. parents, siblings, aunts, uncles, cousins, or found/chosen family
1. 2. 3. 4. 5.	6. 7. 8. 9. 10.

FUNDAMENTAL - THE WHO (CONT.)

WORK	
	Ex. coworkers current and past, prior internships and fellowships, and mentors
1. 2. 3. 4. 5.	6. 7. 8. 9. 10.
COMMUNITY RELATIONSHIPS	
	Ex. Fraternity/Sorority/Sports Clubs/Workout Groups or Service Organizations
1. 2. 3. 4. 5.	6. 7. 8. 9. 10.
PROFESSIONAL ORGANIZATIONS	
	Ex. Freemasons, Junior League, PTA, Knights of Columbus, networking groups, etc
1. 2. 3. 4. 5.	6. 7. 8. 9. 10.
DIGITAL CONTACTS	
	Ex. Facebook, Instagram, TikTok, Snapchat friends
1. 2. 3. 4. 5.	6. 7. 8. 9. 10.

FUNDAMENTAL - THE HOW

PART 5: FUNDAMENTALS - THE HOW

As we discussed in the beginning of this section, we're receiving fundraising requests on all platforms, on all our devices. Each type requires some variation to be most effective. Here are some best practices to keep in mind:

EMAIL	TEXT	PHONE	EVENTS	SOCIAL
<ul style="list-style-type: none">-Since people use email for personal and business, it is checked constantly.- Effective way to acquire leads, and retain current donors.	<ul style="list-style-type: none">-Text is the most widely, and frequently-used, app on smartphones.-Easy way to make a donation or pledge.	<ul style="list-style-type: none">-Calls make donors feel valued and respected. They are personal asks.-Opportunity to be direct and make a clear ask.	<ul style="list-style-type: none">-Fun way to attract large amounts of people.-Contributions come from tickets or are made during the event.	<ul style="list-style-type: none">-Fundraising asks are easily shareable and spread awareness of the mission.-Interactive posts invite donors to be engaged.

CALL ME, MAYBE: To improve our skills, we'll concentrate today on phone and text fundraising asks. We'll look at successful fundraising ask first. Highlight or underline the best parts in the scripts below.

STRONG PHONE EXAMPLE 1:

Hi, it's (Fellow Name!) Is this (insert alumni name) I'm a current NLC Fellow just like you were. Is now a good time to talk? We have had 63% of alumni pledge to sustain our chapter thus far, because we need more (insert chapter) leaders to be trained to make our (city/state) more reflective of our values. Can I count on you to donate \$20 today and help us reach 100% of alumni paying it forward to train the next (insert chapter) leaders?

STRONG TEXT EXAMPLE 1:

Hi, it's (Fellow Name!) I'm a current NLC Fellow just like you were in (insert alumni year). NLC's mission continues to be critical and we need more (insert chapter) leaders to be trained to make our community more reflective of our values. Can I count on you to donate \$20 today, which feeds one Fellow during Institute?

SORRY, WRONG NUMBER: Now, let's look at two examples of scripts that need improvement. In partners or small groups, identify where and how the script could be improved.

WEAK PHONE EXAMPLE 1:

Hi, it's (Fellow Name!) I'm calling to talk to you about my NLC experience in this year's Institute. I really love all the training I have received and hope I can count on you to donate to this year's Call Time Challenge?

WEAK TEXT EXAMPLE 2:

Hi, it's (Fellow Name!) I'm a NLC Fellow just like you were, raising money during Call Time Challenge. Can I count on you to donate here (don't forget to send link) today?

ACTIVITY: GROUP PRACTICE



Activity directions: Great. Now, let's use a strong script and practice using it in different scenarios. Your local leaders will put you in groups to practice *making the ask* using the script below and tailoring it to one or more of the following scenarios. Your fellow Fellows will act out different responses to help you hone your message (but in a nice way of course).

Scenario 1 - Asking a friend or family member to support NLC

Scenario 2 - Asking an acquaintance or professional colleague to support NLC

Scenario 3 - Having coffee with a potential large donor who is interested in NLC

SAMPLE SCRIPT

My name is {NAME} and I'm calling today because I'm an NLC Fellow. As you know, this year I am part of the NLC Institute, a six-month leadership program that develops, connects, and uplifts inclusive, cross-sector leaders who transform our country through social and political change rooted in equity.

I know you are support good causes in our community. Would you be open to sharing with me what you're focused on right now?

Discuss their work/interests, our Shared Values, and What You Do, What You're Interested In

MAKE THE ASK

NLC is powered by our people, our volunteers and the changemakers that are working to directly improve our community. Our supporters are key to removing financial barriers to our programming. Can I count on your support to give \$____ which would ensure we can offer this no-cost leader training to more local leaders in our community?

(BE SILENT and let them answer)

CLOSE THE DEAL

If No : Thank them and keep them engage in NLC in other ways through the Institute, graduation, or beyond. Donor cultivation can take time.

If Yes: Tell them you'll send them the link by text or email as soon as you hang up - then do it! Follow up is key to turning pledges into donation.

ACTIVITY: ALUMNI GIVING

Next month you will participate in our signature fundraising practicum, Call Time Challenge. But before we dial for dollars, we want to do a practice run but reaching out to our NLC alumni for support. This is a brave space for Fellows to practice what you learned during this Institute weekend and "Make the Ask" to our alumni network.

WHAT IS THE ALUMNI GIVING EXERCISE?

Your Chapter Leaders will work closely with you to identify local alumni to reach out to during this month's Institute weekend. Here at NLC we are proud to have a strong #NLCFamily and alumni that reinvest in NLC beyond graduation. The alumni giving exercise varies by Chapter but generally included these parts:

1) RESEARCHING ALUMNI IN YOUR COMMUNITY

2) PRACTICING THE FUNDRAISING ASK

3) MAKING A NEW CONNECTION IN OUR NLC NETWORK

SAMPLE SCRIPT TO NLC ALUMNI

Hello [alumnus]! My name is [Fellow name] and I'm calling today because I'm a current NLC Fellow. I'm calling to introduce myself to the alumni community as part of the NLC Institute. I understand you were part of NLC [Chapter & class year]? *Pause for conversation.*

That's great. Would you be open to sharing with me what you're focused on right now? *Discuss their work/interests. Introduce Yourself, What You Do, What You're Interested In.*

Wonderful to hear. I don't want to take up too much time. I mostly wanted to introduce myself and also ask you to once again support our Chapter. *[You know how Call Time Challenge goes, so I am a bit nervous. I have never done this before./I'm excited to try out my fundraising skills, please be patient with me.]*

I'm hoping you might be willing to support our class' by committing to donate \$_____. Is that possible for you? *[Be silent and let them answer]*

If yes: Tell them you'll send them the link by text or email as soon as you hang up—then do it

If No: **Thank them** at the end of the call no matter what the result is. We appreciate everything our alumni do for NLC.

NOTES ABOUT MY LOCAL CHAPTER THAT ARE HELPFUL TALKING POINTS

ACTIVITY: ALUMNI GIVING (CONT.)

Practice, Practice Practice: Use the space below to sketch out your ask, take notes, or write out a script that feels comfortable to you.

ACTION ITEMS: ALUMNI FOLLOW UP

APRIL

THE CHAPTER FUNDRAISER

EQUITY:
COMMITMENT TO CREATING
SOCIETIES AND SYSTEMS
THAT ADMINISTER
JUSTICE FOR ALL



CALL TIME CHALLENGE

Fundraiser

**Intro to
Chapter
Fundraiser &
Advancement**

**NLC's
Approach to
Fundraising
for Collective
Impact**

**Asset
Mapping and
Alumni Giving
Practicum**

YOU ARE
HERE

**Call Time
Challenge**

**Fundraiser
Work Time &
Planning**

**Chapter
Fundraiser**

WHAT IS CALL TIME CHALLENGE?



NLC has trained a generation of leaders, equipped with proper training and a diverse network of like-minded peers to help guide and address the most pressing challenges before the nation. In light of the challenges our world faces, our #NLCFamily is rising to meet the needs of our chapters and showing the strength of 10,000+ individuals choosing to lead together.

We have shared values, skills, and networks as a result of NLC, ensuring that even individual efforts are part of a larger community effort for impactful leadership. We invite you to invest in a new generation of leaders who have demonstrated strength, courage, and leadership during an unprecedented pandemic. Join us in our continued efforts to fight on the frontlines for the safety and well-being of our communities by giving today.

WHO TO CONTACT?

The Chapter Fundraiser practicum is focused on engaging your entire #NLCFamily. That includes alumni, past donors, facilitators, mentors, current and past advisory board members (if applicable to your chapter) and friends of your chapter. The target audience are those who already know and love the work we are doing and encourage them to be a part of the NLC movement.



Using your asset mapping exercise from last month and additional guidance from your Chapter Leaders, you will practice *making the ask* of your network and others in the NLC network to help raise funds for NLC and make your Chapter Fundraiser a success.

The following page includes a tracker that will help you stay organized during this activity. As a reminder, your Chapter Leaders and HQ Programs & Operations team are here to ensure you have all the support you need. You can also visit our website at www.newleaderscouncil.org for additional talking points.

CALL TIME CHALLENGE (CONT.)

Let's dial for dollars: Use the table below to list target donors and decide on a dollar amount before you reach out. Your Chapter Leaders may provide you with additional resources such as scripts, chapter specific talking points, or unique instructions applicable to your chapter.

You will likely need more space to add as many prospects as you want. Feel free to track your own way, whether it is in an excel or another platform but notes and follow up ensure your access.

CONTACT NAME	\$ ASK	CALL NOTES	FOLLOW UP/ACTION ITEMS

MAY

THE CHAPTER FUNDRAISER

**CONTINUOUS
GROWTH:
ENCOURAGING YOURSELF AND
OTHERS TO EVOLVE AND GROW
BASED ON NEW LEARNINGS AND
DIFFICULT CONVERSATIONS**



FUNDRAISER PLANNING

Fundraiser

**Intro to
Chapter
Fundraiser &
Advancement**

**NLC's
Approach to
Fundraising
for Collective
Impact**

**Asset
Mapping and
Alumni Giving
Practicum**

**Call Time
Challenge**

**YOU ARE
HERE**

**Fundraiser
Work Time &
Planning**

**Chapter
Fundraiser**

PLANNING PROGRESS SUMMARY

QUESTIONS LEFT TO ANSWER

ACTION ITEMS: DONOR FOLLOW UP

JUNE

THE CHAPTER FUNDRAISER

COMMUNITY:
BUILDING THE NLC FAMILY THAT
SUPPORTS US AND ALLOWS US
TO THRIVE PROFESSIONALLY
AND PERSONALLY



FUNDRAISING DEBRIEF (OPT.)

REFLECTION QUESTIONS

1. **Community:** How did the fundraising component of NLC Institute strengthen the bonds between your fellow Fellows?

2. **Leadership:** How did you grow as a fundraiser through this experience?

3. **Movement:** What are two ways you'll continue to apply your fundraising skills to help grow power for causes you support?

4. **Future:** What ways can NLC continue to strengthen the fundraising portion of its NLC Institute training experience?

TOP EIGHT TIPS FOR NO-FEAR FUNDRAISING

1) View asking for funds as a way to build relationships with donors to accomplish a common goal. Focus on the impact of what their dollars will do and trust in others' willingness to help. Some ways to connect with donors to help them believe in your shared vision are:

- *Belief in your mission.*
- *Being part of something bigger.*
- *Trusting NLC's ability to make an impact.*
- *Having a personal connection to you or your cause.*

2) Organize your thoughts ahead of time. Review scripts, and prepare so you know exactly how or what you want to ask.

3) Visualize good things happening so you're approaching conversations with a positive mindset and self-confidence!

4) Avoid apologizing for the support you're asking for. Focus on inspiring the person you're talking with by showing how their support has an impact. Even for those who give frequently or large amounts, they are going to want to give to you if you believe in what you're asking them to support.

5) Set small, highly attainable goals first. They should be a little challenging, but something you feel fairly confident you can accomplish.

6) If you find yourself feeling hesitant or not in control as you make your asks, take a beat and identify a couple of ways you've dealt with uncertainty in the past. It is likely you have handled situations that are unpredictable, or experienced rejection before. The worst that can happen is that someone says no, and that's ok!

7) If you're worried about effectively communicating or aren't sure what words to use, you can do more listening than speaking. As you look at your network, think about what is important to the people in your life that aligns with our mission. Ask potential donors in your network about what's important to them, leading them to connect with our mission, and then make the ask.

8) Ask a peer or leader for guidance or encouragement if you aren't sure how to approach a request or you are feeling frustrated by the process. It's ok to ask for help, and lucky for you there is a whole network of NLC Fellows and alumni to support you.

APPENDIX



COMMUNITY GARDEN: REFLECTION SPACE

Plant your thoughts and let them grow. Use this extra space to record your reflections, questions, and action items throughout the NLC Institute.



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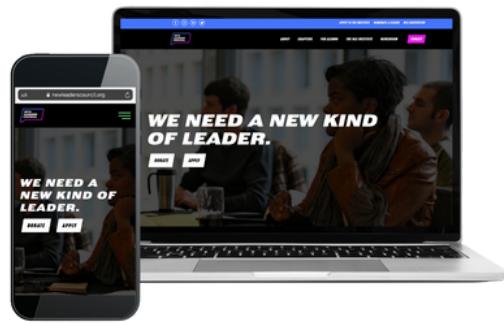
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