



**A Better You.**  
A Greater Us.

# *Service Year Alliance*

**Four Year Strategic Plan:  
Progress Report and Call to Action**



# Our Vision

**Every year, one million young Americans engaged in a service year, solving important problems while transforming their own lives.**

**Service Year Alliance** is working to make a year of paid, full-time service – a service year – a common expectation and opportunity for all young Americans. A service year before, during, or after college – or as a way to find your path – gives young people the chance to transform their lives, make an impact in their community, and become the active citizens and leaders our nation needs. Expanding service years has the power to revitalize cities, uplift and educate children at risk, and empower communities struggling with poverty. It can unite the most diverse nation in history, binding people of different backgrounds through common cause.

We're asking nonprofits, higher education institutions, cities and states, companies and foundations, policymakers of both parties, and people of all ages to join the movement. Here is our plan, progress, and partners to date.



## Why Service Years

Service years have the power to:

- Unleash the idealism and talent of young Americans to help tackle our greatest community challenges in education, health, poverty, and more
- Increase higher education access and completion
- Provide a pathway to a career by developing 21st century skills, including for disadvantaged young people
- Build bridges and understanding across different races, economic divides, and religions
- Develop the next generation of leaders
- Build the habits of citizenship and civic leadership

## Why Now

America is facing a variety of challenges that service years can address, including:

- Significant social challenges that require human capital
- Racial, economic, religious, and political divisions, with trust in one another at historic lows
- 5.5 million young adults who are not in school or working
- Civic participation that is atrophying
- A 21st century skills gap that is leaving millions of Americans behind

# Goal

By 2019, our goal is to grow full-time service year opportunities from **65,000** positions each year to **100,000** and create the conditions for large-scale, long-term growth.

## Priorities

### Service Year Exchange

*Build a state-of-the-art online marketplace and resource hub*

### National Recruitment, Awareness, and Corps Member Support

*inspire a generation and reward their service*

### Issue and Place Growth

Increase service year opportunities to address defined challenges and in specific places

### Policy and Advocacy

Scale federal support





Jose Rodriguez  
COLLEGE POSSIBLE

COLLEGE POSSIBLE

Photo courtesy of College Possible



## Service Year Exchange

### Build a state-of-the-art online marketplace and resource hub

The Service Year Exchange ([serviceyear.org](http://serviceyear.org)) connects young people who want to do a service year with organizations looking for diverse talent to help them achieve their mission. All full-time domestic service year programs can join -- including AmeriCorps and YouthBuild programs and those that don't receive federal funding. Future functionality will include crowdfunding, learning resources, digital badges, program ratings, service year corps members benefits and rewards, and additional certification categories (such as international programs).

#### Progress to date:

More than 31,000 service year opportunities with 430 organizations are currently certified and searchable.

#### Partners:

##### Technology:

- Cisco
- iStrategyLabs
- Service Year Technology Advisory Council

##### Organizations:

- America's Service Commissions
- Founding State Commissions
- Corporation for National and Community Service
- Service Year Program Advisory Council

*With special thanks to the Cisco Fund at Silicon Valley Community Foundation.*

# Priority 2

## National Recruitment, Awareness, and Corps Member Support

### Inspire a generation and reward their service

No national campaign or permanent recruitment infrastructure has ever been created to recruit for full-time service year positions. Programs of all sizes need recruitment help, especially when it comes to reaching underrepresented populations. Our research tells us that only 29% of 14-24 year olds are aware of service year options. The research also revealed that a service year aligns closely with what young people want: to make an impact, exposure to other people and cultures, and to gain skills for future employment.

In close partnership with the field and a range of tech companies, nonprofits, higher education, businesses, cultural events, professional sports teams and more, Service Year Alliance is building an awareness and recruitment engine to ensure that service year positions are filled by young people of all backgrounds, and ultimately it becomes a part of our culture.

### We have a four-part strategy:

#### Digital

- Highly targeted digital ads
- Social media celebrities
- Partnerships with digital platforms and news outlets

#### Public Relations

- Traditional media
- Service Year Alliance Leadership Council activation
- Media placements by Millennial thought and opinion leaders
- Celebrity engagement

#### Movement Building

- Building 100 college campus chapters over next 12 months

- National grassroots infrastructure that empowers community leaders and service year alumni as local recruiters
- Music festival and concert mobilization

#### Strategic Partnerships

- Higher ed institutions and high schools
- Coalition of companies with large-scale reach and a desire to engage young people
- Professional sports teams
- National nonprofit organizations that work with youth
- Service year programs that will point applicants who are not selected to the Service Year Exchange
- Research, data collection and a learning community for recruiters across the field





# Priority 2 (cont'd)

## Increasing Benefits and Incentives

We can't just reach and inspire young Americans if we want to attract big numbers of diverse corps members. We must increase the value proposition – the benefits and the incentives – for doing a service year that address real pain points and needs in the lives of young people, including:

- Increasing employability and job opportunities through Employers of National Service
- Improving college access through higher education policy and the Service Year EDU Network
- Creating badging, micro-credentials, and certifications that can be earned by corps members to demonstrate what they have learned through their year of service
- Pushing for academic credit and credentials through pilots and partnerships with higher education institutions and other organizations
- Expanding funds to pay back student loans and or pay for future education for people who complete a service year
- Transition housing provided by Airbnb for need-based corps members when moving to new cities
- Rewarding and supporting service year corps members through corporate and other partnerships

## Progress to Date:

- Launching national digital recruitment campaign in November
- More than 400 Employers of National Service valuing service years in the hiring process
- Established strategic recruitment partnerships with youth organizations
- Recruited and trained more than 200 volunteers to recruit corps members in person in communities and on college campuses across the country
- Secured Airbnb vouchers to help corps members transition to new communities. To date, about 200 need-based corps members have stayed almost 1,400 nights – at no cost – with Airbnb hosts across the country.
- Higher education partnership with Campus Compact, Virginia higher education institutions, and inaugural group of colleges and universities participating in the Service Year EDU network –

higher education institutions that support service years before, during, or after college

- Pilot program underway for 21st century skills badges
- Early efforts underway for corps members to secure college credit for college-level learning
- Published Service Year + Higher Education Engagement Opportunities toolkit
- Completed extensive research on Millennials, GenZ, and parent attitudes towards a service year to ensure all recruitment is data-driven and on-message

## Partners

**Marketing:** SS+K, Propper Daley, Fenway Strategies, Burson Marsteller, Brett Innovation, MK Insights, NationSwell, and ATTN:

**Market research:** Frog Design, Roll Global, and Penn Schoen Berland

**Recruitment partners:** American Gap Year Association, Boys and Girls Clubs of America, My Brother's Keeper Alliance

**Creative and Digital:** iStrategyLabs, SideXSide Studios, Van City Studios, The Crystal Lenz, Bruce Reznick

**Badging:** The Joyce Foundation, The Corps Network, LRNG

**College credit for service pilot:** Lumina Foundation, Council for Adult and Experiential Learning, The Corps Network, Public Allies, AmeriCorps Alums

**Education partners:** Campus Compact, Signatories of Virginia Compact on National Service, College Board

**Career partners:** Employers of National Service, AmeriCorps Alums, National Peace Corps Association, Peace Corps, The Corporation for National & Community Service, RoadTrip Nation, WorkingNation, Grads of Life, 100,000 Opportunities Initiative

## Service Year Alumni Council

*With special thanks to Lumina Foundation, The Joyce Foundation, Airbnb, Burson-Marsteller, and Penn Schoen Berland*



# Priority 3

## Issue and Place Growth

### Increase service year opportunities to address defined challenges and in specific places

**Service Year Alliance** is focused on growth that delivers a two-fold impact: measurably addressing defined needs in communities and changing the lives of those who serve.

#### Here's how we're going to do it:

##### **Place-Based:**

Imagine the power of service years scaled across a city, town, or high-need neighborhood working day-after-day against a defined challenge. That's what our place-based strategy seeks to do. In each place, we unite a group of nonprofits, funders, and agencies who work together toward a set of shared goals over a multi-year period. If we can do it in a few places, we will have the proof necessary to scale to dozens of communities across America.

##### **Issue Areas:**

We are building cohorts of nonprofits, funders, and other partners to build and scale service year programs around specific issue areas. By connecting groups with a shared focus, we can establish growth plans, build an evidence base, raise resources, develop public policy, connect to experts, and ultimately grow the number of service year positions.

##### **Growth and Quality Lab:**

We use competitions, challenges, partnerships, and design work to seed programs with growth potential by placing small bets on models that have potential to solve a problem at scale with sustainable funding.

##### **Knowledge sharing:**

The knowledge base for the service year field exists within programs and their partner organizations. Our role is not to generate knowledge, but to create systems to curate and share it, so we are initially focused on two things: building learning communities of field organizations and developing knowledge resources such as tools, templates, trainings, videos, and other ways to share information gleaned from the field and other sources. Over time, we expect to provide useful data for the field – who is serving, what are they doing, what do they learn, where do they go. As a result programs will be able to grow faster and more effective because we've open-sourced expertise and insights.

#### Progress to date:

- Building on successful place-based growth in New York City and Flint, Michigan, began work in a Chicago neighborhood to test the power of service years to reduce youth violence. We are looking for additional local test sites with the right combination of local leadership, organizational capacity, and funding to be successful.





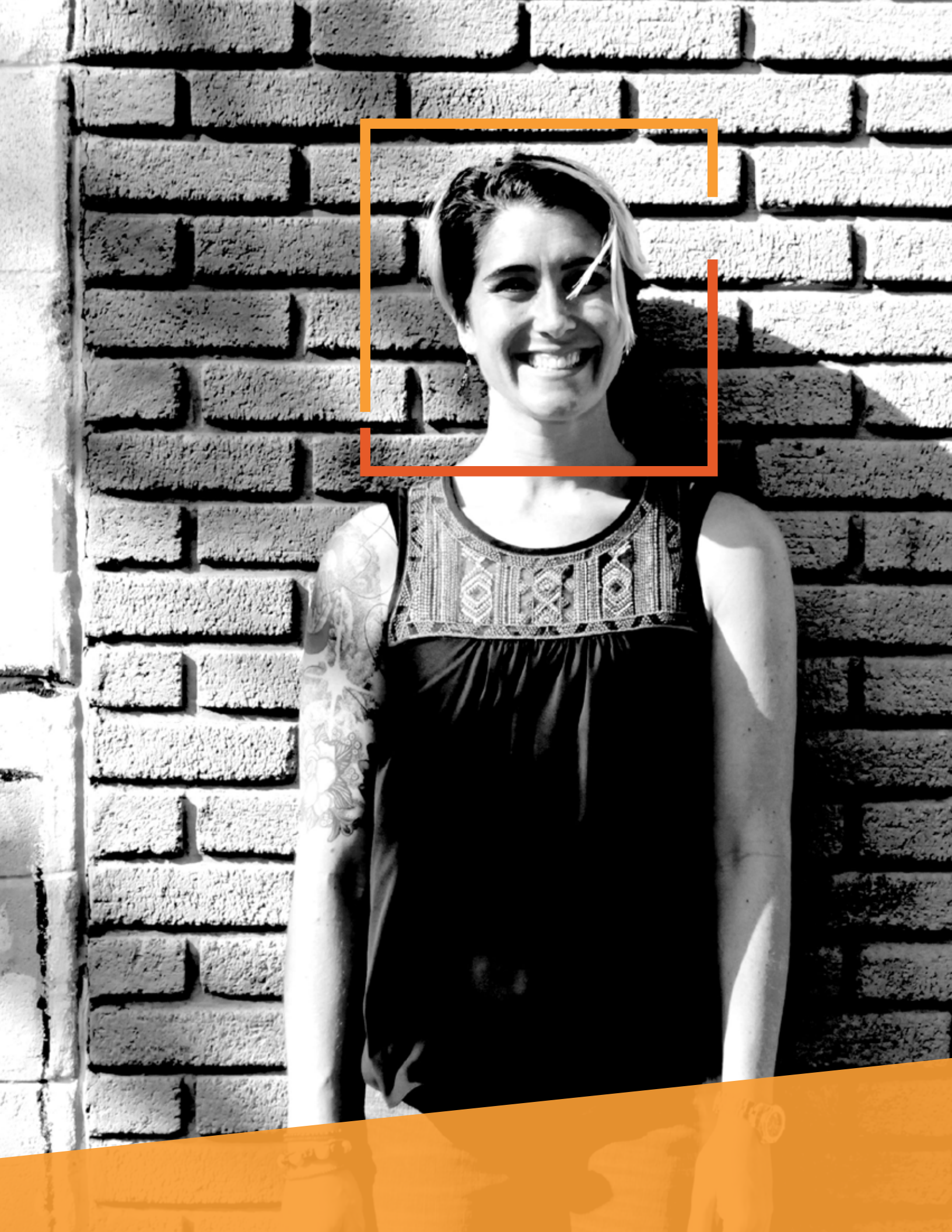
# Priority 3 (cont'd)

- Recruited nine large programs with growth aspirations to serve on the Scaling Impact Council to work as thought partners in support of the larger field and unlock pathways to their own growth.
- Partnering with the Building Bridges Coalition to develop a certification system for international programs that enable Americans to serve around the world.
- Organized a College Access and Success Working Group to explore expansion of service year programs working toward this goal, and working to form additional program groups.
- Created toolkit to help organizations start service year programs and have begun to work with a set of early stage models; programs in the design phase include a fundraising corps and corps dedicated to supporting older adults with aging independence.
- Piloting online communities to share knowledge and address specific issues relevant to advancing service.
- One Million or More project underway to identify the most scalable opportunities for new program models.
- With the The Center for Information and Research on Civic Learning & Engagement (CIRCLE) at Tufts University, the Corporation for National and Community Service, and the Peace Corps, working to ensure that Service Year Exchange data fields are well designed to yield valuable information and aligned with federal data sources to facilitate low-cost research and evaluation.
- Developing a partnership with Encore.org to support intergenerational service through the Generation to Generation Campaign.

## Partners

- **Impact Communities:** Flint, MI (Flint National Service Accelerator) New York, NY (NYC National Service Leadership Council)
- **Data and evaluation:** CNCS, Peace Corps, The Center for Information and Research on Civic Learning & Engagement (CIRCLE) at Tufts University
- **One Million or More:** Civic Enterprises, Building Bridges Coalition
- **Fundraising Toolkit:** Fair Chance DC
- **Aging Independence:** Generations United, OATS, Village to Village Network
- **Intergenerational service:** Encore.org

*With special thanks to Meyer Foundation and Civic Enterprises.*









## Policy and Advocacy

### Scale federal support

Federal support for service years, which equals roughly half of all funding, augments resources from other sectors such as business and philanthropy, and is critical to significantly expanding opportunities to serve. By establishing a policy development and a Washington, DC operation, a grassroots movement, and alliance of influential Americans, we can expand AmeriCorps, the Peace Corps, and YouthBuild and accelerate the growth of federal support for service years.

#### Progress to date:

- Launched the Service Year Alliance Leadership Council of influential Americans
- With Co-chair Voices for National Service, formed a Service Year Policy Council and developed a comprehensive policy agenda, developed materials to encourage all presidential candidates to support service years, prepared transition materials to advise the President-elect, drafted reauthorization legislation for AmeriCorps, advocated to make the AmeriCorps education award non-taxable, and promoted improved federal hiring processes for AmeriCorps members and Peace Corps volunteers.
- Drafted and placed 23 op-eds in support of our agenda and generated coverage in dozens of national, local, and industry publications.
- Developed a higher education policy agenda and partnered with America Forward and our College Access and Success Working Group to draft legislation.
- Hired five staff members to continue building a national grassroots operation to increase political support for expanding service years. Using cutting-edge digital and local organizing practices, recruited nearly 200 volunteers on the ground to help build the service year movement in communities across the country.
- In partnership with America's Service Commissions, began work on state policy toolkits.

#### Partners

Voices for National Service and Service Year Policy Council, America Forward, Service Year Leadership Council, College Access and Success Working Group, Capitol Hill Partners, and hundreds of local partners

A young woman with long, wavy brown hair is smiling warmly at the camera. She is sitting at a wooden table, and her hands are clasped together. The background is a bright, out-of-focus indoor space with large windows and greenery. A dark blue diagonal banner is overlaid across the middle of the image, containing the text.

# What You Can Do

# Our communities, our young people, and our country need your leadership

## Higher Education Institutions

Become a member of the Service Year  
EDU Network.

## Employers

Become an Employer of National Service to  
find great talent.

## AmeriCorps alumni, Returned Peace Corps Volunteers, YouthBuild grads and Veterans

Become a local advocate or Community Team  
Leader to build the service year movement  
in your community.

## Parents

Talk your children about doing a service year,  
and have them explore opportunities at  
[ServiceYear.org](http://ServiceYear.org).

## Nonprofits, Universities, or Government Agencies

Explore our toolkits and learn more about  
starting a service year program.

## Service Year Programs

Join the Service Year Exchange or become  
part of a working group to grow  
service years in your community.

## Funders

Help expand service years and recruit  
young people.

## Supporters

Join the movement and  
support our efforts.

Explore these ideas and more at  
**[serviceyear.org](http://serviceyear.org)**

# Service Year Alliance Board of Directors

## General Stan McChrystal (Ret.), Chair

*Founder & Managing Partner, McChrystal Group*

## John Bridgeland, Vice-Chair

*CEO, Civic Enterprises*

## Alan Khazei, Vice-Chair

*Founder and CEO, Be The Change, Inc.*

## Deb Jospin, Secretary

*Principal, Jospin Consulting*

## Namita Khasat, Treasurer

*Executive Vice President of Finance and Administration, CFO, The Aspen Institute*

## Shirley Sagawa

*CEO and President, Service Year Alliance*

## Elliot Gerson

*Executive Vice President of Policy and Public Programs, The Aspen Institute*

## Col. Rob Gordon

*President, Be The Change, Inc.*

## Tae Yoo

*Senior Vice President, Corporate Affairs, Cisco*

## Jim Bildner

*CEO, Draper Richards Kaplan Foundation*

## Service Year Alliance Leadership Council

Walter Isaacson

Laurie Tisch

Anna Burger

Adam Coretz

Condoleezza Rice

Dirk Kempthorne

Dorothy McAuliffe

General (Ret.) Jack Gardner

Harris Wofford

Jason Mangone

Jennifer Granholm

Laura Lauder

Matt Ronen

Michael Brown

Sebastian Junger

Stephen Hadley

Timothy Shriver

Wes Moore

AnnMaura Connolly

Barbara Bush

Emily Cherniak

Michèle Flournoy

Richard Danzig

Wendy Kopp

Bill Shore

Madeleine Albright

Mel Martinez

Michael Gerson

Raymond G. Chambers

Jamie Merisotis

Jean Case

Melody Barnes

Andrew Hauptman

Don Baer

Jonathan Lavine

Michael Montelongo

Donna Shalala

Rosabeth Moss Kanter

Arianna Huffington

General (Ret.) Ann Dunwoody

Dan Glickman

### Scaling Impact Council

*Connecting the largest service year programs to collaborate on growth and inform our strategies*

City Year

College Possible

The Corps Network

FoodCorps

Habitat for Humanity International

Public Allies

Reading Corps

Teach For America

YouthBuild USA



*Additional thanks to: Incandescent, Service Corps, Peace Corps, Corporation for National and Community Service, Governor and First Lady McAuliffe, Proper Daley, Sunshine Sachs, SS&K*



## Founding States

*Leading State Service Commissions who offer valuable insight into the Service Year Exchange, bring the platform to their states, and encourage their programs to join*

Arkansas- Arkansas Service Commission  
California- CaliforniaVolunteers  
Idaho- Serve Idaho  
Illinois- Serve Illinois  
Indiana- Serve Indiana  
Iowa- Iowa Commission on Volunteering and Service  
Kansas- Kansas Volunteer Commission  
Kentucky- Kentucky Commission on Community Volunteerism and Service  
Maine- Maine Commission for Community Service  
Maryland- Maryland Governor's State Office on Service and Volunteerism  
Massachusetts- Massachusetts Service Alliance  
Michigan- Michigan Community Service Commission  
Minnesota- ServeMinnesota  
Mississippi- Volunteer Mississippi  
Nebraska- ServeNebraska  
Nevada- Nevada Volunteers  
New Hampshire- Volunteer New Hampshire  
Oregon- Oregon Volunteers  
Tennessee- Volunteer Tennessee  
Texas- One Star Foundation  
Utah- Utah Commission on Service and Volunteerism  
Vermont- SerVermont  
Virginia- Virginia's Office of Volunteerism and Community Services  
West Virginia- Volunteer West

Virginia

Wisconsin- Serve Wisconsin

## Service Year Policy Council

*Developing policy and educating policymakers in order to increase federal support for service year programs*

Voices for National Service (co-chair)  
National Peace Corps Association  
The Corps Network  
America's Service Commissions  
YouthBuild USA  
Campus Compact  
Building Bridges Coalition

## Service Year Program Advisory Council

*Program directors, managers, and recruiters that offer insight and feedback into the Service Year Exchange*

Fiona Kirebwa, City Year  
Elizabeth McDonough, City Year  
Glenn Goodrich, OneStar Foundation  
Matt Wilhelm, Old Sol  
Kerry Swarr, Urban Teachers  
Miguel Quinones, UTEC  
Kelly Cossey, Virginia Service and Conservation Corps  
Dory Mastrogany, Reading Partners  
Nicole Vera, Reading Partners  
Beth McCarthy, Student Conservation Association  
Alicia Downs, Mission Continues  
Jordan Smith, Literacy Lab  
Rich Smith, National Civilian Community Corps  
Liz Kelly, CalSERVES  
Ashley Taylor, FoodCorps  
Tisha Nickenig, National Health Corps

Jennifer Laramore, National Health Corps

Sean Luedke, Public Allies

Emmanuel Campos, Great Oaks Charter

Wayne Bryant, Volunteer West Virginia

Nicole Voorhees, Playworks

Kate Tagai, Island Institute

Tim Carroll, Student Conservation Association

Christopher Enstrom, Indiana ScholarCorps

Jeff Mann, Literacy Coalition

Cristina Flores, Literacy First

Amanda Miller, Literacy First/ServeAustin

Mary Ellen Isaacs, Literacy First/ServeAustin

Micheline Tocco, HealthCorps

Rosy Bainton, USFIRST

Elizabeth Coco, Jay & Rose Phillips Family Foundation of Minnesota

Ted Adams, Peace Corps

Genevieve Brown, Volunteer International

Steven Rosenthal, Cross-Cultural Solutions

David Omenn, Global Citizen Year

Amber Martin Jahn, Nevada Volunteers

LaDawn Stoddard, Utah Commission on Service and Volunteerism

Casey Sweeney, Serve Wisconsin

Michael Ashmore, Maine Commission for Community Service

Kristin Honz, Iowa Commission on Volunteering and Service

Emily Steinberg, OneStar Foundation

Emily Stock, Habitat for Humanity International

# Service Year Alliance Staff

**Csilla Aglaure-Szekelyhidi**

College Organizing Manager

**Stephanie Armstrong**

College Organizing Manager

**Amy Baker**

Managing Director, External Affairs

**Kristen Bennett**

Managing Director, Service Year Exchange

**Cameron Blossom**

Manager, Marketing

**Emily Bouck**

Director, Policy and Advocacy

**Anna Cooper**

Associate, Service Year Exchange

**Cali Cornacchia**

Associate, Learning

**Jenna Dell**

Associate Director, Higher  
Education Partnerships

**Lauryn DuValle**

Eli J. Segal Policy Fellow

**Monique Ellington**

Chicago Director

**Aly Ferguson**

Associate Director, Communications

**Erin Finucane**

Managing Director, Movement Building

**Jon Gromek**

Midwest Regional Field Director

**Rachel Guyn**

Manager, Development

**Martha Houle**

Chief Development Officer

**Jonas Kane**

Manager, Certification

**Amy Kincaid**

Senior Program Adviser, Learning

**Jennifer Matson**

Managing Director, Operations

**Zach Maurin**

Executive Director

**Brandon Moore**

Southeast Regional Field Director

**Rosa Moreno**

Managing Director, Growth

**MacKenzie Moritz**

Chief of Staff and Chief Partnerships Officer

**Laura Pelter**

Associate, Graphic Design

**Sandie Quinn**

Chief Technology Officer

**Elizabeth Robinson**

Executive Assistant

**Shirley Sagawa**

President & CEO

**Diane Ty**

Senior Adviser

**Yasmeen Shaheen-McConnell**

Director, Strategic Engagement

**Mayo Sonko**

Associate, Partnerships

**Kemper Tell**

Associate, User Engagement

**Laura Thompson**

Northeast Regional Field Director

**Rachael Weiker**

Associate Director, Knowledge

# Service Year Alliance Supporters

*We wish to give special thanks to our current and legacy donors who have gotten us to where we are today.*

## Foundations

Anonymous, Silicon Valley  
Community Foundation  
The Case Foundation  
Draper Richards Kaplan  
Foundation  
Einhorn Family Charitable Trust  
The William and Flora Hewlett  
Foundation  
The Joyce Foundation  
Lumina Foundation  
The John D. and Catherine T.  
MacArthur Foundation  
The Robert R. McCormick  
Foundation  
Meyer Foundation  
The Sage Foundation  
The Laurie M. Tisch Illumination  
Fund

## Corporations

Airbnb, Inc.  
The Cisco Fund at Silicon Valley  
Community Foundation  
Civic Enterprises  
State Farm  
Starbucks

## Individuals and Families

Josh and Anita Bekenstein  
The James L. Bildner Charitable  
Trust  
John Bridgeland  
Budinger Family  
Coretz Family Foundation  
Edgerley Family Foundation  
Elliot Gerson  
Rob Gordon  
Charles Hirschhorn  
Deb Jospin  
The Marie-Josée and Henry R.  
Kravis Foundation  
Namita Khasat  
Alan Khazei  
Laura and Gary Lauder  
Jonathan and Jeannie Lavine  
Lovett-Woodsum Foundation  
Stanley McChrystal  
Tom and Bonnie McCloskey  
Dupre Nunnally Family  
Charitable Trust  
Margot Pritzker  
Resnick Family Foundation  
Shirley Sagawa  
Jeff Shames  
David Bruce Smith Foundation  
Sobrato Family  
Diana Davis Spencer Foundation  
Tae Yoo

## ProBono

Accenture  
Cisco  
Comcast NBCUniversal  
Covington & Burling  
DLA Piper  
William A. Bonk, III and James  
A. Powers, Relevant IP  
Burson-Marsteller  
Penn Schoen Berland  
Roll Global

**Service Year Alliance is a joint venture of  
Be The Change, Inc. and the Aspen Institute**



For more information please contact [info@serviceyear.org](mailto:info@serviceyear.org)



[serviceyear.org](http://serviceyear.org)