



Service Year Alliance

Strategic Plan
2022-2026



www.ServiceYearAlliance.org



TABLE OF CONTENTS

A New Era of National Service	3
Our New Strategic Direction: Expansion, Recruitment & Impact	4
Our Work for the Next Five Years	6
How We'll Measure Progress	7
The Resources We'll Need to be Successful	8
How You Can Get Involved	8

A New Era for National Service



With the American Rescue Plan’s \$1 billion investment in AmeriCorps, the creation of a \$400 million Public Health AmeriCorps, and the potential \$30 billion, ten-year investment in the Civilian Climate Corps, we are entering a new era for national service. These investments – the largest in the past two decades – are transforming the national service field and centering a renewed commitment to equity and post-service pathways for young people in America.

Three years from now, national service will be measured by the success of these expansions and the story our movement is able to tell. Getting these expansions right is how we will pave a path toward our vision of one million people serving each year.

While Service Year Alliance’s mission remains the same – to make a service year a common expectation and opportunity for all young Americans – our work must shift to meet this moment. Our new strategic plan aims to do just that.

Our New Strategic Direction: Expansion, Recruitment & Impact



In the coming years, Service Year Alliance will operate from a narrowed, three-part strategic focus on expansion, recruitment, and impact.

Expansion

Successful expansion of national service in a new era

Our best opportunity to demonstrate the transformative power of national service lies in making sure the 2020-2022 new investments are successful.

The American Rescue Plan's \$1 billion investment in AmeriCorps, the \$400 million investment in Public Health AmeriCorps, and the potential \$30 billion investment in the Civilian Climate Corps will define the future growth prospects of national service for decades to come. Successful expansion means reforming the national service experience and making it more accessible and more supportive for corps members so that every young American truly has the opportunity to serve. Doing so will build a powerful case for sustaining this new level of scale long-term and set our field up for further growth. Service Year Alliance will play an important role in ensuring this success and building the necessary bipartisan champions, media narrative, and thought leadership to tell the story.

Recruitment

Shared recruitment and data systems

The field's success hinges on shared solutions to big challenges. Shared, field-wide systems are the only way that many programs will effectively meet their...



recruitment goals and capture the right data and stories about their corps members. These systems will be critical to ushering in a new era of national service – one that measures its impact on corps members, advances equity and accessibility, and truly unlocks post-service pathways to employment and education. Through our continued development and investment in ServiceYear.org – and building upon the last eight years of leadership on shared recruitment efforts – we will build the partnerships and shared systems to help the field succeed.

impact

Collaborative approaches to demonstrate impact

Barriers exist to service years scaling further due to challenges around accessibility, limitations of the experience, and a lack of post-service pathways. To make service years part of growing up in America, we need to better demonstrate the impact of national service so young people from a variety of backgrounds can serve, have a powerful experience, and successfully transition to their next step.



We envision collaborative efforts among programs to identify high-impact approaches, especially those that increase demand among potential corps members in order to enable growth. Additionally, we can begin to build towards a small number of communities where true scale – the equivalent of one million young people serving annually across the country, but at the local level – seems most achievable. Building upon our work through grants from the Lilly Endowment, the Gates Foundation, Cisco, and others, we can continue to play a role in cultivating a high-impact field that unblocks these barriers to reaching our vision.

Our Work for the Next Five Years

To advance our new strategic direction and lead the field through this new era for national service, Service Year Alliance will do the following:

Expansion

We will build support from the political champions, thought leaders, and external stakeholders necessary to make the recent expansions of national service successful in this new era. This means expanding support for national service among leaders in rapidly growing industries and sectors that are in search of new talent pipelines – from the green energy sector to public health and beyond. We'll work in close partnership with our friends across the national service field to make national service more equitable, build stronger pathways into jobs and higher education post-service, and ensure that more people than ever before are serving. As the field enters this new era, these partnerships will help ensure that we reform the corps member experience to be supportive for a broad array of young people.

Recruitment

We will work closely with AmeriCorps and our partners across the national service field to bring the next generation of youth into service and modernize their entire service year experience – from application to enrollment to exit. If we are going to tackle the biggest challenges facing programs, we need to invest in scalable data, tech, and recruitment solutions and work toward a shared, field-wide system for the end-to-end corps member experience. Service Year Alliance has invested millions of dollars in the development of ServiceYear.org, and, at the same time, the field is in need of tech, data, and recruitment solutions. We aim to make ServiceYear.org as helpful as possible to the agency and the entire national service field as the future of collaborative recruitment. It has the potential to be the single platform for shared recruitment as well as for corps member and alumni data collection that will be critical to fueling the field's necessary reforms.

Impact

We will continue to foster collaborative approaches to demonstrate the impact of service years. By lifting up exemplary programs and communities that are at the forefront of increasing accessibility, improving recruitment efforts, enhancing the corps member experience, and providing quality post-service pathways, we'll help to unblock barriers to success for the entire field and pave the way for systems-level reforms. We'll double down on developing new partnerships with employers, higher education institutions, and other workforce development organizations that can provide post-service opportunities to those who serve. Finally, we'll identify communities with the most potential to truly scale national service at the local level and work closely with the local leaders who share our vision and can champion these efforts in their communities.

How We'll Measure Progress

Expansion



- The field has a shared agenda for advancing top priorities and is working collaboratively to make them a priority – from increasing the annual appropriation for AmeriCorps to advancing equity in national service, leaders in the field must be aligned around both expansion and reform approaches
- New, diverse, and bipartisan champions (political/thought leaders) are cultivated to support national service expansion and reform efforts
- Thought leaders continue to elevate the public conversation about the value of service years through visibility opportunities (i.e. panels, op-eds, speaking engagements, etc.)

Recruitment



- New partners are providing a recruitment pipeline that expands the diversity of corps members (i.e. corps members from marginalized communities and at various education levels and socioeconomic statuses)
- Field is aligned around a shared approach and system for recruitment
- Field is aligned around a shared approach to collecting corps member and alumni data including race, ethnicity, educational attainment, socioeconomic status, and post-service pathways

Impact



- Exemplar communities are excellent at accessibility, recruitment, enhancing the corps member experience, or providing quality post-service pathways
- Exemplar programs are excellent at accessibility, recruitment, enhancing the corps member experience, or providing quality post-service pathways.
- New partners are committed to providing post-service pathways for graduating corps members
- Local leaders are working toward taking national service to true scale in their community

The Resources We'll Need to be Successful

We need to raise \$15M over the next three years to begin to advance in this new strategic direction successfully. Fortunately, Service Year Alliance was one of the 286 organizations that received a substantial contribution from MacKenzie Scott during the summer of 2021.



Fueled by this generous gift, as well as the support from our long-time funders – the Cisco Foundation, the Charles Stewart Mott Foundation, the Bill & Melinda Gates Foundation, and others – Service Year Alliance is well-positioned to take on this new strategic plan.

We hope that many of our current partners will contribute towards this ambitious goal, and we are actively seeking new supporters to join us in this work. These resources will allow us to invest – in new champions for expansion, in solving the field's recruitment and data challenges, and in a high-impact experience for the young people who serve.

How You Can Get involved

- **Partner with us** – as a youth-facing organization, an employer or higher education institution, a workforce development organization, or a state and local leader looking to utilize national service.
- **Become a champion** – use your voice to lift up the power of service years to transform lives, strengthen communities, and fuel civic renewal.
- **Fund us** – join us in our effort to make a service year a common expectation and opportunity for all young Americans.



www.ServiceYearAlliance.org