Greater Good
Nonprofit Leaders Program

Class of 2018
Program Guide
To strengthen leadership in the nonprofit sector, The Allstate Foundation offers the Greater Good Nonprofit Leaders Program to highly motivated nonprofit professionals who want to take their leadership skills to the next level.

Created in partnership with the Northwestern University Kellogg School of Management’s Center for Nonprofit Management, the unique Greater Good opportunity provides a combination of cohort-based academic instruction, executive coaching and individual development opportunities outside of the classroom. All program elements are funded by The Allstate Foundation.

Leaders emerge from Greater Good positioned to further transform their organizations, their communities, and the nonprofit sector as a whole.

Program Methodology
Greater Good brings together exceptional, mid-career nonprofit professionals who have demonstrated innovation and creativity in their leadership abilities.

The program:

Provides leaders with a values-based approach to leadership development. Through collaborative learning, inspired conversations, and one-on-one coaching, leaders emerge with a new sense of readiness for the challenges ahead.

Teaches leadership competency from a theoretical perspective, as well as by examining case studies and practicing skills in small group simulations.

Creates a supportive learning environment in which nonprofit leaders may pursue the development opportunities most important to them.
Cohort-based Learning

The in-person portion of Greater Good is comprised of three academic sessions — nine academic learning days in total — at Kellogg’s Chicago and/or Evanston, Illinois campuses, and at Allstate’s headquarters in Northbrook, Illinois. Travel expenses for participants are covered by The Allstate Foundation.

Greater Good taps the expertise of renowned academic practitioners from the Kellogg Center for Nonprofit Management who possess a deep understanding of the needs of the nonprofit sector. Faculty do not simply lecture on topics, but rather engage the cohort in meaningful dialogue about a wide range of critical leadership and management topics, such as developing high-performing teams, negotiating for mutually beneficial outcomes, guiding difficult conversations, and understanding a nonprofit’s financial position.

Distinguished faculty who have taught at Greater Good include the following Kellogg professors:

- Professor Gail Berger
- Professor Lisa Fortini-Campbell
- Professor Liz Howard
- Professor Harry Kraemer
- Professor Keith Murnighan
- Professor Nicholas Pearce
- Professor Marian Powers
- Professor Michelle Shumate
- Professor Brooke Vuckovic
Additional Resources

Working with The Allstate Foundation team, the Kellogg Center for Nonprofit Management creates a customized, cohort-based learning experience for Greater Good participants.

In addition to the in-person sessions, participants engage with the program in the following ways:

360-degree assessment: Participants complete a 360-degree assessment at the outset of the program to identify their key strengths and weaknesses. Results are used to develop the curriculum focus for the Class of 2018.

One-on-one executive coaching: Participants are matched with professional development coaches who guide them toward their goals.

Individual Development Opportunities: The Allstate Foundation provides each participant with funds to pursue additional development opportunities that offer significant personal, leadership, organizational or management skill development. Examples include other academic and professional development coursework and conference/workshop attendance.

Commitment of Resources and Time

Admission to Greater Good offers a full complement of resources to help nonprofit leaders reach their goals, but making the most of these resources requires a high level of commitment by participants.

The Allstate Foundation understands the many demands placed upon professionals in all sectors, and especially those borne by nonprofit professionals. Yet, above all, the applicant and their organization must be able to commit to full engagement in the program for the group to succeed.

Specifically, during the three 3-day academic sessions, full attendance is mandatory and participants are expected to devote themselves to the work and to the other members of their cohort.
Prospective applicants may visit allstatefoundation.org/greater_good to complete a questionnaire to determine if their professional leadership profile meets the eligibility criteria for Greater Good.

Highly qualified applicants have:

- Ten to 20 years of professional experience in total.
- More than five years of experience in a leadership role.
- At least three years of experience in the nonprofit sector.

Priority consideration will be given to leaders from nonprofits with annual budgets from $1 million to $20 million.

If the applicant meets the eligibility requirements outlined above, they may complete the full application. The Allstate Foundation Selection Committee will interview semi-finalists in Summer 2017, and then choose 30 participants in September 2017 in advance of the program start in November 2017.

Please note that to ensure as many organizations as possible benefit from Greater Good, the program does not admit participants from the same organization in consecutive years.

### Greater Good Class of 2018 Timeline

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Date</th>
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<tbody>
<tr>
<td>Greater Good Application Opens</td>
<td>May 15, 2017</td>
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<tr>
<td>Greater Good Application Closes</td>
<td>August 31, 2017</td>
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<tr>
<td>Finalists and their organizations notified</td>
<td>September 2017</td>
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<tr>
<td>Orientation and First Session</td>
<td>November 7-9, 2017 (3 days plus travel)</td>
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<td>Second Session</td>
<td>February 20-22, 2018 (3 days plus travel)</td>
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<td>Third Session and Program Conclusion</td>
<td>May 8-10, 2018 (3 days plus travel)</td>
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Questions may be directed to greatergood@allstate.com.
Feedback from organizations

“As a direct result of our leader’s participation in the Allstate Foundation’s Greater Good program, he built a team charter with his department. This document clarifies his team’s goals, defines the scope of their operation, and serves as a form of motivation. The leadership he has recently demonstrated is setting the bar for other director-level positions.”

JACK HARRIS, PRESIDENT, JUNIOR ACHIEVEMENT GEORGIA

“We are grateful that Friendship Home’s Finance Director was selected to attend the Allstate Foundation’s Greater Good Nonprofit Leaders Program. As a key Friendship Home staff member, she has received valuable leadership education and mentoring through this program. This unique opportunity has strengthened our leadership team and capacity to provide quality services.”

LEADER AT FRIENDSHIP HOME OF LINCOLN, NE

Feedback from participants

“Recently I was promoted in my organization to Chief Programs Office and took over a team of 180 people. Because of Greater Good, I felt prepared for this change. And, I am so thankful that I will be able to learn [at Zappos] ways to help better serve victims and continue to evolve with technology to serve more who are affected by domestic violence.”

BRIAN PINERO, CLASS OF 2015, CHIEF PROGRAMS OFFICER, NATIONAL DOMESTIC VIOLENCE HOTLINE

“This investment is truly in the individual, as well as in our organizations. That doesn’t always happen with professional development opportunities. I really feel that both my organization and me have benefited already.”

JULIE HOFFMANN, CLASS OF 2015, A BETTER CHICAGO

“I recently spent about four hours of my day working through unexpected, difficult conversations with a volunteer team. The end result was success, due to what I learned and the tools I developed during my Greater Good class. Thank you very much for investing in my professional development.”

CLASS OF 2016 GREATER GOOD PARTICIPANT

“The experience has been a once-in-a-lifetime gift and I’ve found the classroom, cohort learning, and individual development opportunities to be transformative in how I lead in the sector.”

LYDIA STAZEN MICHAEL, CLASS OF 2015, VICE PRESIDENT OF DEVELOPMENT AND COMMUNICATIONS FOR ALL CHICAGO