

GLG SOCIAL IMPACT

2018 Social Impact Fellowship

About the Program

SOCIAL IMPACT IS TRANSFORMING HOW
THE WORLD'S EMERGING SOCIAL SECTOR
LEADERS LEARN AND SHARE EXPERTISE BY
CREATING NEW LEARNING OPPORTUNITIES.

 Reach of GLG Fellows' Impact

About GLG

GLG is the world's leading platform for on-demand professional learning. Businesses rely on GLG to learn from 600,000+ member-experts; clients look to address complex strategic challenges and make better business decisions within a rigorous compliance framework. Headquartered in New York City, GLG's 1,500+ employees work from offices in 12 countries.

GLG Social Impact Fellowship

The GLG Social Impact Fellowship leverages GLG's learning platform to help social entrepreneurs solve key strategic and operational questions, at no cost.

GLG Fellows lead organizations at critical inflection points that are ready to pursue a new phase in their growth. Over the course of the two-year Fellowship, ambitious nonprofit and social enterprise leaders use tailored interactions with experts and with one another to navigate challenges along the pathway to scale.

High-touch strategic support from GLG staff provides Fellows with thought partners backed by our membership of more than 600,000 subject matter experts.



"In our first six months of the Fellowship, GLG has become an important partner in implementing our strategy. From developing our two-sided marketplace platform to structuring our sales team for success, conversations with Council Members have informed our team's ability to build solutions that make solar energy accessible to all Americans."

Steph Speirs, Solstice,
Co-Founder & CEO | 2017 GLG Social Impact Fellow



"GLG's platform supports Team Rubicon's culture—we ask hard questions and acknowledge when we don't have the answers. In 2017, an unprecedented year in frequency and severity of natural disasters in the U.S., we called on GLG Council Members. As we sent volunteers into dangerous and chaotic situations in Houston, Florida, and California, access to GLG allowed our organization to bend instead of break.."

Jake Wood, Team Rubicon,
Co-Founder & CEO | 2016 GLG Social Impact Fellow

Applications may be submitted from April 30, 2018 - June 30, 2018. We will review applications as they are received and may reach out to qualified candidates for more information prior to the June 30 deadline.

Selection decisions will be made after the application period has expired.

Fellow Selection Criteria

1. Nonprofit or social enterprises

We recognize that both nonprofit and market-based solutions make big impact in the world. A for-profit organization must be mission driven at the very core of its work. Typically, enterprise-operating budgets have been under \$500,000/year. For-profit organizations will be asked to disclose ownership structures.

2. Funding

The operating budgets of our Fellow organizations have varied from \$1M up to \$15M. The most important consideration is that there is an established financial structure to support scale. While we recognize that funding is always a concern, we look for organizations beyond the point at which funding is a critical barrier to growth.

3. At an inflection point and pursuing scale

We look for organizations no longer in early development stages and whose leadership is ready to pursue ambitious growth. These organizations have proven the concept of their impact, and implemented their program at initial sites. During the two-year fellowship, participating organizations will be scaling significantly and seeking expertise to build mature operations and informed strategy.

4. Average three to five years in operation

5. Employ a minimum of five full time staff

6. Established leadership supporting key strategic planning and execution

7. CEO/Founder committed to leading through the Fellowship

The Fellow must understand GLG's value, can articulate use cases, and be open to GLG and our Council Members as thought partners. They must be relentlessly focused on impact, excited about learning, and open to feedback. This requires that they has developed a team and habits that allows for strategic thinking in pursuit organizational growth.

Exclusions

1. Individuals, scholarships or endowments

2. Accelerators and grantmakers

We prefer to work with organizations directly delivering an impact program or product and to engage with the core of the organization, rather than the organization's beneficiaries.

3. Political parties

4. Sectarian entities (religious, political or ideological in nature)

Organizations whose services are limited to a particular sect or who require recipients to adhere to a specific dogma, political point of view or religious practice in order to receive services.

5. Replication of national programs

Key Dates

Application deadline:

June 30, 2018

In-person Fellows convening, New York, NY:

October 9–10, 2018

How Does GLG Social Impact Work?



GLG



You are interested in providing water and sanitation facilities to a remote area in Honduras, but first want to understand the local political, economic, and public health conditions.

GLG's research professionals will identify the right expertise and insight from our membership of 600,000+ practitioners and thought leaders around the world or from custom-recruited experts.

GLG will present a range of experts representing various perspectives. They might have worked in public health in Honduras or be former senior government officials. GLG then connects you to those members who can help you make better-informed decisions.

The conversation could happen over the phone or a cup of coffee. It could be a one-time conversation or site visit or, as is often the case, it could evolve into a more in-depth engagement.



“The GLG Social Impact Fellowship is among the most valuable Fellowships I’ve encountered. Without GLG, we’d spend significant time and capital on expert consultants. At this stage in Drinkwell’s growth, expertise is more difficult to find than funding and GLG has been a game changer for us.”

Minhaj Chowdhury, Drinkwell, Co-Founder & CEO | 2016 GLG Social Impact Fellow

Examples of GLG Social Impact Client Queries

Since 2014, GLG has executed more than 1,800 Council Members interactions with Social Impact Fellows. The following is an illustrative list of issue areas and topics.

Board Governance

- » Best practices in board governance
- » Distinguishing advisory board vs. board of directors’ responsibilities
- » Board composition

Branding, Marketing, Communications

- » Best practices for creating a world-class, recognized brand
- » Executive communications strategy and media presence
- » Social media strategy

Financing and Fundraising

- » Creating earned income opportunities based on core competencies
- » Fundraising best practices
- » Engaging corporate partners

Industry Analysis

- » Native advertising and effective models
- » Sports marketing industry
- » Indian medical device market and procurement overview

Metrics

- » Best practices in impact measurement
- » Return-on-investment measures for social venture

Needs Assessment

- » Ebola outbreak risk in West Africa
- » Economic incentives and infrastructure challenges in emergency medicine services in developing countries

Operations and Programming

- » Developing stable and safe operations in fragile states
- » Curriculum design and delivery methodology, including financial literacy, coding training, and health management
- » Building office infrastructure to support a global organization

Organizational Management

- » Implementing effective employee incentive programs
- » Coordination and communication across global offices
- » Preserving culture amidst periods of growth

Regulation

- » FDA regulations for packaging and labeling imported food products
- » Taxation for agricultural cooperatives in Ethiopia
- » Establishing a trust in Zimbabwe

Systems and Technology Platforms/Tools

- » Implementing SEO standards
- » Offline survey and assessment tools
- » Salesforce optimization and platform integration

Talent and Human Resources

- » Leadership transition management
- » Workforce planning and meaningful career development
- » Building sales teams

Time Commitment

It takes time to effectively use GLG and our resources. For that reason, we estimate approximately 1-4 hours per week in addition to special engagements like delivering talks at GLG offices and our annual convening.

Commitments include:

» **Annual Fellow Convening at GLG**

A two-day gathering for Fellowship onboarding, strategic planning exercises, curated one-on-one meetings, and relevant workshops. The convening is mandatory and will take place on October 9–10, 2018 in New York City.

» **Using GLG**

Learning through GLG is an iterative process. Using the platform involves interacting with GLG Research professionals scoping learning needs, conducting interviews with GLG experts, and making use of the learnings.

The most successful Fellowship experiences are the result of regular interaction between GLG, Fellows, and their teams. As such, the GLG team serves as a strategic extension of the organization's brain trust.

» **Virtual events**

GLG offers thousands of webinars and teleconferences to clients around the world. Fellow organizations are welcome to dial into these opportunities. In addition, GLG Social Impact hosts periodic virtual events, tailored to the learning needs of our Fellows.

» **Branding opportunities**

When possible, GLG may highlight the work of Fellows in media outlets and in our own publications. This requires some extra time outside of our normal work together.

» **Conference attendance**

When the opportunity presents, GLG will extend optional invitations to Fellows to attend conferences. This has included the Milken Institute Global Conference, Social Innovation Summit, and others.

» **Engagements at GLG offices**

We ask GLG Fellows to speak in our offices around the world (including New York, Austin, San Francisco, London, Dublin, Hong Kong, Singapore, and Mumbai) so that more GLGers have the opportunity to learn from and interact with GLG Fellows. We'll offer these opportunities as travel and time commitments align, so while it's not a set requirement of the program, we hope that Fellows are able to contribute in this way.

Team Participation & Access

GLG understands that realizing big visions requires a talented team. While our annual convening is for Fellows only, we partner closely with Fellows' teams and board members. These key decision makers receive unlimited access to GLG's membership and Research professionals. We frequently hear from Fellows that the ability of their teams to work with GLG is a differentiating feature of our Fellowship.



"Before a member of my executive team approaches me with a challenge, I ask that they have spoken with three GLG Council Members. GLG is putting us in touch with the best thinkers in our industry, helping us to build the world's first aspirational home improvement company, and make good on our promise to green every home in America."

Jason Ballard, Treehouse,
Co-Founder & CEO | 2015 GLG Social Impact Fellow



"With GLG as a resource, my staff and I can think outside the box more because our small team's skills and expertise are no longer a limiting factor.... Everything moves faster since we can speak to experts within 48 hours when a project arrives at what might otherwise be an impasse."

Krista Donaldson, D-Rev,
CEO | 2016 GLG Social Impact Fellow



FAQs

What is GLG?

GLG is a membership for professional learning. We pair top professionals and thought leaders across fields for short- and long-term learning engagements.

GLG is the world's leading membership for professional learning and expertise.

Who are GLG's clients?

Our users include top professionals and business leaders at the world's leading corporations, investment firms, professional service firms, nonprofits, and foundations.

Who are the GLG experts?

Our experts include more than 600,000 former C-suite executives, academics, sciences, policy specialists, former public sector leaders, and other top professionals.

What if the expertise I need is not already in GLG's membership?

GLG's dedicated recruiting team will track down the expertise we don't already have.

Who qualifies for the GLG Social Impact Fellowship?

Fellows are leaders with strong records and visions for their organizations. They have great teams and do something innovative that's likely to scale. They are personally committed to learning, excited to grow professionally, and articulate ambitions for their organizations' growth which GLG is positioned to support.

Must I have the title of Founder, Executive Director, or CEO to apply?

The Fellowship is geared toward organizations' lead executives. If you feel that you should qualify but do not hold one of these titles, please reach out to us.

Can everyone on my team engage with GLG or just the Fellow?

While in-person Fellowship events are for Fellows, teams receive access to GLG's suite of services as well. Fellows often tell us that team access to GLG is a differentiating feature of the Fellowship.

What if my organization is a for-profit social business?

Social enterprises and for-profits fill critical roles and we welcome both to apply.

How long is the Fellowship?

Fellows and their organizations have access to the GLG platform for two years.

What happens after the Fellowship ends? Is there an opportunity to remain part of the GLG community?

We are committed to creating lasting partnerships with our alumni of the Fellowship. Fellows remain a part of our learning community after their Fellowship concludes. This typically means less intensive and less frequent engagement.

When is the fall 2018 Fellow convening?

October 9–10 in our New York office. Participation is mandatory and GLG will cover all associated expenses.

For more information, please contact:

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GLG SOCIAL IMPACT: Fellows

2017



Matilda Ho
Yimishiji
Founder & CEO
yimishiji.com



Josh MacAlister
Frontline
Founder & Chief Executive
thefrontline.org.uk



Steph Speirs
Solstice
Co-Founder & CEO
solstice.us



Jukay Hsu
C4Q
Founder & CEO
c4q.nyc



Anushka Ratnayake
myAgro
Founder & CEO
myagro.org



Kiah Williams
SIRUM
Co-Founder
sirum.org

2016



Barbara Bush
Global Health Corps
CEO & Co-Founder
ghcorps.org



Krista Donaldson
D-Rev
CEO
d-rev.org



Misan Rewane
West African Vocational Education (WAVE)
Founder & CEO
waveacademies.org



Minhaj Chowdhury
Drinkwell
CEO
drinkwellsystems.com



Eric Liu
Bayes Impact
Founder & Executive Director
bayesimpact.org



Jake Wood
Team Rubicon
Founder & CEO
teamrubiconusa.org

2015

Mark Arnoldy
Possible
CEO
possiblehealth.org

Kanya Balakrishna
The Future Project
Co-Founder & President
thefutureproject.org

Elizabeth Scharpf
Sustainable Health Enterprises (SHE)
Founder & Chief Instigating Officer
sheinnovates.com

Erine Gray
Aunt Bertha
Founder & CEO
auntbertha.com

David Auerbach
Sanergy
Co-Founder
saner.gy

Jason Ballard
TreeHouse
CEO, President, & Co-Founder
treehouse.co

Mohammed Dalwai
The Open Medicine Project
Co-Founder & Director
openmedicineproject.org

Sherry Riva
Compass Working Capital
Founder & Executive Director
compassworkingcapital.org

Donnel Baird
BlocPower
Founder & CEO
blocpower.org

Dan Barasch
The Lowline
Co-Founder & Executive Director
thelowline.org

Sangu Delle
Golden Palm Investments
Founder & CEO
gpalminvestments.com

Rebecca van Bergen
Nest
Founder & Executive Director
buildanest.org

2014

Rachael Chong
Catchafire
Founder & CEO
catchafire.org

Manmeet Kaur
City Health Works
Founder & Executive Director
cityhealthworks.com

Aaron Fishman
East Bali Cashews
Founder & Director
eastbalicashews.com

Oliver Libby
The Resolution Project
Chair & Co-Founder
resolutionproject.org

Christina Lewis Halpern
All Star Code
Founder & President
allstarcode.org

Zack Rosenberg
SBP
Co-Founder & CEO
sbpusa.org

Jake Harriman
Nuru International
Founder & CEO
nuruinternational.org

Ben Powell
Agora Partnerships
Founder & CEO
agorapartnerships.org

Leila Janah
Samasource
Founder & CEO
samasource.org

Eugenie Teasley
Spark+Mettle
Founder & Chair
sparkandmettle.org.uk

Leticia Jáuregui
CREA (Comunidades de Emprendedores Sociales)
Founder & Executive Director
crea.org.mx

Andrew Yang
Venture for America
Founder
ventureforamerica.org