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Thank you for your interest in starting a chapter in your community!

This guide will give you the tools and step-by-step instructions to help you build your chapter, as well as an overview of the resources that YNPN National offers.

Objectives:
- Aware of YNPN history and context [Module 1]
- Understand relationship and affiliation structure between National and Local Chapters [Module 1]
- Understand the steps to becoming a start-up chapter [Module 2]
- Aware of different resources and technical assistance that are available for start-up chapters [Module 3]
- Feel ready and empowered to be part of the network [Module 3]
Introduction to YNPN

The very first YNPN chapter was founded in the San Francisco Bay Area in 1997 when a small group of young nonprofit professionals gathered to commiserate about their shared experience in the sector. Their challenges included low wages, little professional development or respect, few opportunities for advancement, and their desire to build more effective and sustainable careers.

They soon realized that they weren’t alone in these experiences and sought out other young professionals for support and development. They put up some flyers, made a few phone calls, and organized a meet-up at a local bar. They had high hopes that maybe a dozen people would join them. Instead, more than 100 people showed up that night and eventually, along with several hundred more people, became YNPN’s first chapter.

The very first meeting of YNPN is illustrative of the larger experience we’ve had as a network over the last 18 years. From our very first event, the growth of YNPN has surpassed our greatest expectations. Over the years chapters have spread across the country as members of existing chapters relocated to new cities and other young nonprofit professionals looking to connect heard about YNPN.

In 2002, the chapters in existence at the time joined together to form YNPN National. In 2004, YNPN National was incorporated as a 501(c)(3) nonprofit organization. For many years YNPN National was an all-volunteer organization with a working National Board that provided support and programming for chapter leaders. In 2011, we hired our first Executive Director and began to expand our staff as well as our chapter support, programming, and national voice work.

Today the YNPN network has a full-time staff of three and serves more than 50,000 members with chapters in 42 cities. To see where all of our chapters are located across the country, check out our chapter map.
What is YNPN National and What Do We Do?

YNPN National is the term we use within our network when we’re referring to the National Board and staff.

YNPN National’s board of directors are all volunteers committed to building the nonprofit sector and providing young nonprofit professionals with the necessary tools to help them advance in their careers. Many of them are or have been chapter leaders and the majority identify as young nonprofit professionals. To learn more about our National Board members, visit the Board of Directors page on our site.

In 2011, YNPN appointed its first National Director and in 2014, YNPN added two additional full-time staff members. Learn more about YNPN Staff roles here.

The YNPN staff also includes our Launchpad Fellows, who are young professionals who do important work with the staff on a part-time basis. Visit the staff page on our site to meet our current Launchpad Fellows. To learn more about the Launchpad Fellowship program generally, see our Launchpad Fellowship overview.

YNPN National plays several key roles in the network:

- Setting a vision, naming values, articulating standards, and measuring impact for the network
- Providing support, resources, peer-learning spaces, and infrastructure for chapters and chapter leaders
- Amplifying the voices of young nonprofit professionals and modeling the change we want to see in the sector
- Fundraising and developing revenue strategies to support the network financially
YNPN Vision, Mission and Theory of Change

YNPN NATIONAL

We’re building a network that:

- Activates the next generation of emerging leaders
- Creates a pipeline for diverse talent into the nonprofit sector
- Elevates the voices, ideas, and experiences of young nonprofit professionals
- Provides support and training to empower young professionals
- Brings innovative ideas to the sector and inspires big-picture thinking

How we do it:

- Set vision, name values, and articulate standards for our network
- Provide infrastructure to support local chapters
- Train and develop chapter leaders and members
- Amplify the voices of young nonprofit professionals and raise the visibility of the network
- Model the change and practices we want to see in the sector
- Raise funding and develop earned income strategies to support the network
- Collect data to measure impact, drive network decision-making, and inform the sector
OUR THEORY OF CHANGE

We believe that a diverse and powerful social sector requires:

- Activated leaders who are thoughtful and effective changemakers that bring creativity and fresh perspectives to solving our communities’ most intractable social problems;

- People with an understanding of power dynamics and the systematic, historical and cultural context in which they are trying to make change;

- Networks that facilitate working across institutions and bring diverse groups of people together to achieve common goals;

- Research, writing, and speaking that challenges the systems that hold us back and consistent engagement with a variety of ideas and approaches.

We are working to build these things through our:

OUR NETWORK
OUR CHAPTERS
OUR MEMBERS
YNPN CHAPTERS

In communities across the country, YNPN chapters:

- Activate emerging leaders through skill-based training and leadership opportunities within the chapter
- Act as a conduit of ideas between their communities and the national nonprofit sector, highlighting what’s working and helping spread innovation and creativity
- Connect with the diverse people, institutions, and resources in their communities and across the country to learn from and engage them in the work of building stronger communities
- Model the change we want to see in the sector and innovate by implementing policies and practices that reflect YNPN’s values

How we do it:

- Young professionals are given unique opportunities to learn and grow through chapter leadership
- Affiliation model that intentionally leaves room for creativity and innovation
- Connecting local chapters to a broad network of peers
- Creating space for chapter leaders to share ideas and reflect on broader sector ideas and issues
- Chapter leaders have access to unique training programs and technical assistance
YNPN MEMBERS

YNPN National and YNPN chapters develop members who:

- Become thoughtful leaders and skilled change agents within organizations and communities
- Actively invest in building the social sector and a more just world
- Reflect the values of the network
- Have the relationships, skills, and motivation they need to effect change in communities

How we do it:

- PROVIDE ACCESS TO TRAINING AND SKILLS DEVELOPMENT
- CONNECT TO INDIVIDUAL COACHING AND SUPPORT
- PROMOTE SPACE TO ENRICH THINKING SKILLS
- GIVE ACCESS TO NETWORKING
- FACILITATE REFLECTION AND SPACE FOR BUILDING EMOTIONAL INTELLIGENCE

FIVE PILLARS OF LEADERSHIP DEVELOPMENT

YNPN VISION:
Stronger communities advanced by a diverse and powerful social sector.
Local Chapters and National Affiliation

**National Affiliation Structure**
YNPN chapters are separate legal entities from YNPN National and will be treated as such in terms of finances and general liability. However, YNPN Local chapters are expected to formally affiliate with YNPN National through an affiliation agreement.

Affiliation with YNPN National entails local chapters to shared technological platform and database, a space for training and peer-learning, connection to YNPN branding, tools for data and impact measurement.

In return, YNPN chapters agree to a basic set of standards [LINK] necessary for a strong network and a strong chapter that can serve its members and community.

**Chapter Operating System**
The Chapter Operating System (OS) came about in 2014, as YNPN went through unprecedented growth and needed to address chapters' growing need for infrastructure and resources.

The Chapter OS aims to strengthen the YNPN network by providing local chapters with shared infrastructure and upgraded resources and operational support from YNPN National.

These resources, along with a clear affiliation agreement between local chapters and YNPN National, will allow us to operate effectively and continue to be a leader in the sector and a reliable, accessible, effective leadership development space for young professionals.

There are four key components to the Chapter Operating System:

- Clear affiliation between local chapters and National, which allows YNPN chapters to operate independently but with the support and resources of a national network.
- Shared data platform through NationBuilder, which allows for effective engagement and impact measurement at the local and national levels.
- Upgraded services that support chapter work, including capacity building services through an enhanced leaders site, technical assistance programs, and upgrades to current programs like the National Conference & Leaders Institute.
- Shared membership & investment that gives the YNPN network greater financial autonomy and keeps it sustainable.

Learn more about the Chapter OS [here](#).
**Network Investment**

<table>
<thead>
<tr>
<th>Max Revenues</th>
<th>Network Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>$2500</td>
<td>$250</td>
</tr>
<tr>
<td>$5000</td>
<td>$250</td>
</tr>
<tr>
<td>$10000</td>
<td>$500</td>
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<tr>
<td>$25000</td>
<td>$1250</td>
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<tr>
<td>$50000</td>
<td>$2500</td>
</tr>
<tr>
<td>$75000</td>
<td>$3750</td>
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</tbody>
</table>

As part of the affiliation agreement process in 2015, chapters will pledge their network investment for 2016 through 2017. These funds will then be collected at two points during each year, in June and in December, via Nationbuilder payment processing.

How chapters raise these funds is up to each chapter. It can be done via your current budget, donations from your chapter membership, new grants requests, etc. We will do our best to help you take on new approaches via support from others who have successfully done so in the network.

Chapters can also choose to contribute above and beyond their network investment fee by:

- Naming an amount higher than their estimated budget cap
- Contributing to YPNP National’s annual fundraising drive
- Declining their annual conference stipend (but still attending, of course!)

Over the next two years, we will begin working with the Chapter Congress to reflect on the Network Investment to determine whether adjustments are necessary to the rate, determination, or collection method.

Learn more:

[Network Investment Document](#)

**Start-Up Chapters**

Local groups that are in the process of forming or maturing are termed Start Up chapters. To become a start-up chapter, you need to have completed the startup interest form and made a commitment to developing a chapter in your area.

**Chapter Affiliation Levels**

<table>
<thead>
<tr>
<th></th>
<th>Startup</th>
<th>Novice</th>
<th>Established</th>
<th>Network</th>
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<tr>
<td></td>
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<td></td>
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<tr>
<td>Requirement</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>Leader</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>--------</td>
</tr>
<tr>
<td>Meet startup requirements around chapter leadership and basic infrastructure</td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Using Nationbuilder as CRM &amp; CMS</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Making Network Investment</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Defined membership</td>
<td></td>
<td></td>
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<tr>
<td>Legal Status</td>
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<tr>
<td>Bank Account</td>
<td></td>
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<tr>
<td>Signed MOU with National and the network</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Signed Affiliation Agreement</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>2+ years as part of the network</td>
<td></td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintaining basic levels of chapter programming, infrastructure, and network contributions</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintaining exceptional levels of chapter programming, infrastructure, and network contributions*</td>
<td></td>
<td></td>
<td></td>
<td>x</td>
</tr>
</tbody>
</table>
What Chapters Can Expect from National

Technological Infrastructure
- NationBuilder
- Maestroconference

Training and Peer Learning Spaces
- National Conference
- Workshops and trainings led by YNPN National and/or national experts
- Program Xchanges
- Technical Assistance for chapters
- Leaders site and resource library

Tools for Data and Impact Measurement
- Shared standards
- Impact indicators
- Aggregated Data
- 1:1 Technical Assistance

Connection to the YNPN Network and Brand
- Framing and Guiding Documents, like the Theory of Change and Five Pillars of Leadership Development, and Branding and Messaging guides
- Media and public relations work done by YNPN National on behalf of the network that raises visibility of YNPN (examples: partnerships with NPQ, coverage in Stanford Social Innovation Review and Chronicle of Philanthropy, speaking at national conferences and events)

Professional Development Opportunities Specifically for Chapter Leaders
- Opportunities that occur through participation in the work of the National network: Access to training and resources, participation in Chapter Congress or other specialized work, opportunities to speak at the National Conference

Continuity and Knowledge Management
- Being a volunteer-run organization means that all chapters experience highs and lows in their chapter leader engagement and activity. Connection with the national network and technology platform means that if your chapter experiences a lull in activity - planned or unplanned - you have outside support to keep you going and a place to keep your data in the meantime.
Benefits of Chapter Leadership

**Professional Development**
YNPN Chapters are led by volunteers who plan programs and events, fundraise, and govern an executive board. Being a chapter leader is a great opportunity for you to develop new skills or build on skills and interests that you have.

Some ways you can demonstrate your skills:
- Strategic Planning
- Management skills
- Communications
- Membership management
- Fundraising skills
- Social Media

**Being Part of the National Network : Connecting with Other Chapter Leaders**

**Program XChanges**
Program XChanges are held twice a month, and is a platform for Chapter Leaders to come together to share their programs and events. Past Program XChange topics include mentorship programs, signature events, book clubs, and fundraising events.

**Chapter Congress**
Chapter Congress is the forum used to connect local YNPN chapters with YNPN National around topics and issues that affect the YNPN network.

**National Conference**
Every year, YNPN National, in partnership with a local chapter, hosts an annual conference which brings together YNPN leaders from across the country for three days of networking, professional development, and chapter collaboration.

**Leaders' Site**
The Leaders' Site allows chapter leaders to share resources and connect with each other, and serves as another place for chapter leaders' voices can be heard.

**Thought Leadership / Direct YNP's voice in the sector**
Blogging opportunities
- YNPN National website
- Your local chapter website
- Leaders' site
- Other YNPN National partners
YNPN National’s Stance of Diversity, Equity and Inclusion

We believe that our social ills are caused by inequities in access to the basic resources and benefits of a democratic society. These inequities are based on discrimination against various groups by race, ethnicity, gender, sexual orientation, disability, and other identities. We also believe that a diverse and powerful social sector can address these inequities. As we state in our Theory of Change, we believe that a diverse and powerful social sector requires:

- Activated leaders who are thoughtful and effective changemakers that bring creativity and fresh perspectives to solving our communities’ most intractable social problems;
- People with an understanding of power dynamics and the systematic, historical and cultural context in which they are trying to make change;
- Networks that facilitate working across institutions and bring diverse groups of people together to achieve common goals;
- Research, writing, and speaking that challenges the systems that hold us back and consistent engagement with a variety of ideas and approaches.

Simply put, advancing true equity requires us to understand and effectively work across difference.

Read more on YNPN's EDI stance here.
1. Do the YNPN mission, vision, and Theory of Change align with your vision of what your community needs?
2. Do you feel that your community can benefit in having a YNPN chapter?
3. Do you understand the relationship and affiliation structure of National and local chapters?

**Resources:**
- YNPN Chapters Directory
- YNPN Theory of Change
- YNPN Staff

**Next Steps**
Learn more about the processes on building a Start-Up Chapter in Module 2