

MAKING PRO BONO WORK:

8 PROVEN MODELS FOR COMMUNITY AND BUSINESS IMPACT

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taproot
FOUNDATION



**MAKE IT
MATTER**

Pioneering companies engaged in the pro bono movement are demonstrating that effective pro bono service can come in many different shapes and sizes.

Whether your goal is to build the capacity of your strategic nonprofit¹ partners, find a solution to a common nonprofit sector challenge, or catalyze change in a specific issue area, it is possible to build a pro bono program aligned for each type of impact. The formula for success is straightforward:

- ▶ Identify what your company does best and focus on your employees' proficiencies
- ▶ Assess how to make this resource available for public benefit
- ▶ Decide what organizational resources your company is willing to leverage to make the pro bono program a success.

EIGHT PROVEN MODELS OF PRO BONO SERVICE

After nearly a decade of running our award-winning Service Grant program, we have developed the knowledge and tools necessary to build beyond our founding model. The surge in both the interest and the will to engage in pro bono service has created significant demand to translate these learnings into thought leadership and best practices. In response, we have tapped our network to find examples of organizations from across sectors that have truly made pro bono service their own, adapting different models of pro bono service delivery to address a variety of social issues and business goals. In this paper are eight best practice examples of the ways in which pro bono can take root in your company.

While we have highlighted these examples, this paper is not an exhaustive list of pro bono models. As the pro bono ethic continues to grow, we expect creativity and innovation to enable additional models to emerge. One of our most inspirational findings is that the majority of the companies we spoke with were actively delivering more than one model of pro bono service.

We have tapped our network to find examples of organizations from across sectors that have truly made pro bono service their own, adapting different models of pro bono service delivery to address a variety of social issues and business goals.

¹ The term 'nonprofit organizations' is used hereafter as a general term referring to all public benefit organizations, including government and nongovernmental entities where appropriate.

STARTING WITH IMPACT IN MIND

The true value of pro bono service is its ability to deliver to nonprofit organizations the powerful resources that help make private sector businesses successful. It is a vehicle for capacity building, sharing resources, and ultimately, social change. When faced with the opportunity to address an urgent need in their communities or bolster a nonprofit partner, the companies showcased in this paper are able to leverage sophisticated pro bono programs to magnify their philanthropic impact.

Depending on your company's existing programs and philanthropic goals, you might choose to focus the impact of your pro bono program on strategic nonprofit partners, general nonprofit partners, the nonprofit sector as a whole, or a specific issue area.

For example, the Global Business Coalition on HIV/AIDS, Tuberculosis, and Malaria coordinates corporate, philanthropic, and governmental efforts through a general contracting model to move the needle on the specific social issue of public health and eradicating these infectious diseases. A sector-wide solution must address a common need in the nonprofit sector, but it must also be appropriate for the incredible variety of missions and values that exist in the sector, such as a universal human resources policy template. Alternatively, standardized team projects, while they cannot serve the entire sector, can be applied very broadly to a large pool of nonprofit partners. Booz Allen Hamilton, along with so many other professional services firms, leverages the standardized team model to engage with their nonprofit partners on an ongoing basis. In addition to these examples, we have provided eight case studies to exemplify each of the models in practice.

INTENDED IMPACT AREA

ISSUE AREA

This may align with your company's core offering or be something that is near and dear to your employees or the community in which you operate. Achieving impact at this level requires a significant investment and alignment with other philanthropic programs.

NONPROFIT SECTOR

Some needs are shared almost uniformly by most nonprofits and so it is possible to share solutions that have a wide, scalable impact. This requires a thorough understanding of nonprofits needs and a commitment to adapting the specific pro bono offering to those needs, while keeping the service issue-agnostic.

STRATEGIC NONPROFIT PARTNERS

If you already work with certain nonprofit or municipal partners, you might want to target your pro bono program at those organizations. Alternatively, you might create a way of choosing a select few (or many) that you will work with to deliver the whole spectrum of your organizational assets.

GENERAL NONPROFIT PARTNERS

You may be looking to serve organizations operating within broad issue areas or within your local community. With these broad parameters, you can optimize the impact and reach of your pro bono program by serving a larger, general pool of nonprofit partners.

MULTIPLY THE BENEFITS: ALIGNING PRO BONO WITH ORGANIZATIONAL GOALS

When companies make a significant impact through pro bono service, there is a wealth of opportunities to create business value.² These opportunities, which align well with organizational goals common to many companies, can be designed to align with your priorities. The degree to which a pro bono program can meet these goals depends on a number of factors:

- ▶ The model you choose
- ▶ The resources you are able to deploy in creating and running the program
- ▶ Your commitment to formalizing and supporting the program in your company

While the first two are intuitive, the third requires a deeper dive beyond the scope of this paper. We have found that the degree of formalization of a program has greatly improved outcomes, both in terms of client impact and business value creation. Deloitte's commitment to its pro bono work has undoubtedly added not only to its philanthropic reach, but also to its reputation as one of the best places to work. Capital One's investment in integrating professional development opportunities into its team-based pro bono program ensures that its organizational goals are met in a meaningful way. A formalized program with a clear project scope will help optimize deliverables and enhance the participant experience. It can be better built to incorporate professional development such that the employee feels recognized. Furthermore, it is crucial to effectively communicate the program's alignment with the company's business values and community needs to attain buy-in.

²For more information on the business value of pro bono service please refer to www.taprootfoundation.org/docs/business_value_flashcards.ppt

8 MODELS FOR COMMUNITY AND BUSINESS IMPACT

MODEL	DESCRIPTION	CASE STUDY
Loaned Employee	An employee is granted a sanctioned and compensated leave of absence to pursue a pro bono project.	Pfizer, Inc.
Functional Coaching & Mentoring	Employees match up with their nonprofit peers, form a relationship, and share functional expertise.	Gap Inc.
Marathon	A company pools human capital resources on a pro bono project within a short, predetermined timeframe (usually 24 hours) to deliver a mass volume of deliverables.	CreateAthon
Standardized Team Projects	Individuals are placed on teams, each with specific roles and responsibilities. Each project is scoped and structured around a standard deliverable based on the needs of the nonprofit partners.	Capital One
Open-Ended Outsourcing	A company makes its services available to a specific number of nonprofit organizations on an ongoing, as needed basis.	Cornerstone OnDemand
Sector-Wide Solutions	A company creates a deliverable pro bono that can be applicable to all nonprofits across the sector.	Salesforce.com Foundation
General Contracting	An entity coordinates and oversees internal and external resources, promoting cross-sector collaboration to address a specific social problem.	Civic Consulting Alliance
Signature Issue	The combination of formal pro bono work with additional corporate assets for the purpose of leveraging significant internal resources against a specific social issue.	Deloitte LLP

INTENDED ORGANIZATIONAL GOALS

HUMAN CAPITAL

When human capital is your primary goal, pro bono will be a powerful tool in recruitment and retention, and professional and leadership development.

REPUTATION

When you are looking to strengthen your company's relationship with your community, pro bono can help to bolster a company's image and deepen community and partner relationships. Ultimately, an enhanced reputation will lead to further business development.

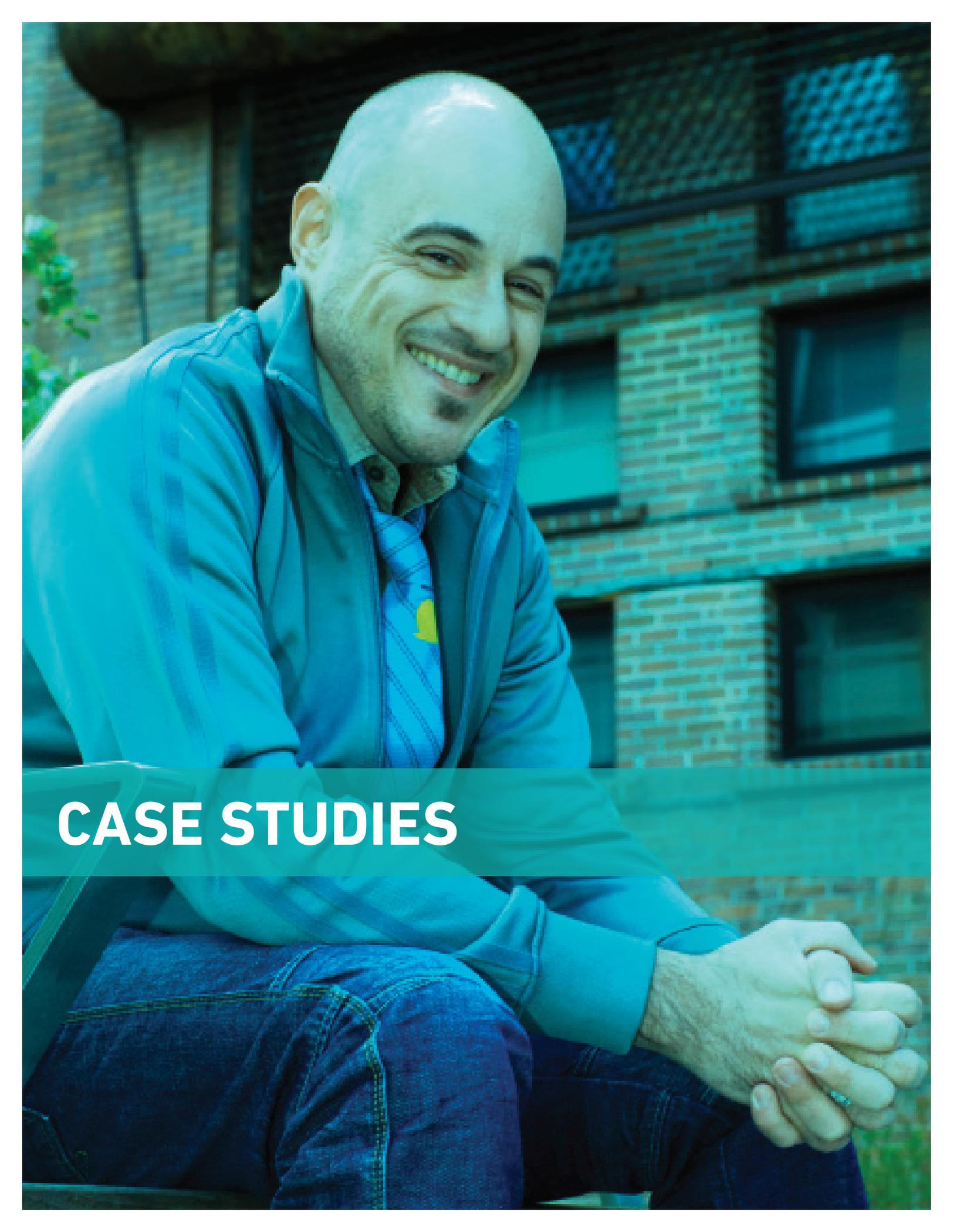
CONCLUSION

Identifying eight proven models of pro bono service has marked a significant turning point in the pro bono movement—the conversation is no longer centered on *why* companies should engage in pro bono service. Instead, it is focused on *how*. Pro bono is quickly becoming an imperative.

There are many questions that begin with the word 'how' when considering pro bono, among them:

- ▶ How do we find a model that fits our company?
- ▶ How do we deliver the greatest impact to our pro bono clients?
- ▶ How do we leverage our investment in the program to drive the most business value?

The eight models lay a foundation for answering these questions, and it will be up to you to embark on the path to answering them for your company.



CASE STUDIES

LOANED EMPLOYEE

An employee is granted a sanctioned and compensated leave of absence to pursue a pro bono project.

CASE STUDY: PFIZER INC. GLOBAL HEALTH FELLOWS

There are more than four million health workers needed in the developing world and is a critical demand for medical expertise. Pfizer responded directly to this issue in 2002 by creating the Global Health Fellows program, a three- to six-month program that allows Pfizer employees to deliver their skills on a full-time basis to underserved communities both in developing countries and the United States. By deploying the best and brightest among its ranks, Pfizer has helped increase access to critical medical services on a pro bono basis.

By loaning professionals like scientists, financial analysts, human resources specialists, and lab technicians to organizations such as USAID and Family Health International, Pfizer helps improve health outcomes worldwide. As the company continues to grow into emerging markets, not only does Global Health Fellows inform Pfizer's business strategy, it drives the culture of the company toward innovation, develops leaders within the company, and strengthens its reputation in the global community.

▶ OPTIMAL CLIENT OR IMPACT AREA

Strategic nonprofit partners.

▶ IMPACT ON CLIENT

The impact of a loaned employee program varies considerably depending on the placement and fit of the loaned employee; impact can vary from developing a program strategy to providing executive oversight to providing outreach support. In order to optimize impact, participants must be carefully vetted, and the scope of the pro bono work must be self-sustaining or sustainable within the hosting organization.

▶ PROVIDER COST

At one employee per output, this program has a relatively high cost with low scalability.

▶ TOP COMPANY GOALS MET

- **Human Capital:** This program is a powerful leadership platform, training tool, and innovation driver.
- **Reputation:** Depending on the quality and visibility of fellowship placements and relationships created, this model can be a powerful reputation driver.

FUNCTIONAL COACHING & MENTORING

Employees match up with their nonprofit peers, form a relationship, and share functional expertise.

CASE STUDY: GAP INC. LEADERSHIP INITIATIVE

The question of building capacity in the nonprofit sector often goes back to a question of people: how do you build leaders and develop talent? Gap Inc. has the answer. The Gap Inc. Leadership Initiative (GILI) offers Gap Inc.'s youth-serving partners the same level of intensive leadership training that it offers its own executives. The company's Human Resources team, in partnership with CompassPoint, tailored these programs for this specific audience of social change makers.

The two-year program launched in September 2009, with a two-day kick-off summit in which leaders participated in intensive learning workshops focused on strengths-based leadership, visionary leadership, change management, and adaptive leadership. Since then, these nonprofit leaders have been working in smaller groups, revisiting these content areas, and expanding upon them. Gap Inc.'s human resources professionals lead these small groups of peers through topic areas, offering coaching and mentoring support.

What sets GILI apart from other leadership development programs is the indispensable role that employees hold in the design, development, and delivery of the program. Moreover, the continuous nature of the relationships built between Gap Inc. leaders and the nonprofit program participants allows for a constant exchange of information and ideas in the context of a formal program. Both the nonprofit leaders and Gap Inc. employees are experiencing professional development through these exchanges. To date, third-party evaluation has found these coaching groups to be the most successful program ingredient in achieving GILI's program goals.

▶ OPTIMAL CLIENT OR IMPACT AREA

Strategic nonprofit partners.

▶ IMPACT ON CLIENT

While the degree of impact depends on the strength of the mentor pool and the infrastructure supporting the program, strong partnerships have resulted in increased leadership capacity and more sophisticated functional expertise in the nonprofit partner organization.

▶ PROVIDER COST

This model can be executed with varying costs depending on the extent and scope, or ongoing nature of the program and the amount of infrastructure support the company is willing to provide.

▶ TOP COMPANY GOALS MET

- **Human Capital:** Partnerships created in this program offer powerful development opportunities for Gap Inc. employees.

MARATHON

A company pools human capital resources on a pro bono project within a short, predetermined timeframe (usually 24 hours) to deliver a mass volume of deliverables.

CASE STUDY: CREATEATHON

Like many other marketing and advertising firms, Riggs Partners had no shortage of requests for pro bono services. They found this work was not only difficult to schedule and challenging to scope, but also susceptible to derailment by pressing deadlines from paying clients. By capitalizing on a skill that communications firms are all too familiar with—pulling the all-nighter—Riggs Partners created a fun and culturally appropriate model for rapidly delivering a mass volume of pro bono services. That model is CreateAthon, a 24-hour creative blitz, during which professionals in advertising, marketing, and communications firms develop pro bono marketing materials for nonprofit organizations.

Riggs Partners evolved the idea from a single agency endeavor into a National CreateAthon Network of advertising, marketing, and communications firms. By working solely on nonprofit work during a dedicated 24-hour period, CreateAthon partner agencies can give nonprofit organizations the undivided attention they deserve, delivering marketing projects ranging from brochures and Web sites to multimedia campaigns. At the same time, participating agencies garner significant recognition for their efforts and take advantage of the team-building opportunities CreateAthon offers.

▶ OPTIMAL CLIENT OR IMPACT AREA

General nonprofit partners.

▶ IMPACT ON CLIENT

The impact of this model can be hit-or-miss due to the extreme concentration of the creative work into a twenty-four hour period and the single and limited opportunity to proof work. Impact can be optimized by choosing clients with a more urgent need for communications and marketing collateral.

▶ PROVIDER COST

This model can be executed at a very low cost as it has firm time constraints and pulls from existing human capital resources.

▶ TOP COMPANY GOALS MET

- **Human Capital:** This is a fun team-building opportunity that can be a powerful recruitment tool.
- **Reputation:** An annual, highly concentrated work period can garner much visibility.

STANDARDIZED TEAM PROJECTS

Individuals are placed on teams, each with specific roles and responsibilities. Each project is scoped and structured around a standard deliverable based on the needs of the nonprofit partners.

CASE STUDY: CAPITAL ONE PRO BONO CORPS

Capital One's renowned pro bono program began in 1998 with the company's brand marketing team. The team had been receiving a number of requests for pro bono work from community organizations and decided to formalize a program to address the nonprofits' needs and engage with them on an ongoing basis, creating what would eventually be called the Brand Corps.

Over the years, other departments at Capital One, including information technology, finance, legal, and human resources, have joined Brand Corps in building capacity for the company's nonprofit partners. Each Corps has created its own Pro Bono Catalog, detailing their broad range of project offerings and the associated skills necessary to complete the project. In addition, the company holds frequent roundtables, about every 6 weeks, to vet potential pro bono clients for alignment with corporate philanthropic priorities. Across disciplines, the team-based approach increases each project's likelihood of success and creates powerful professional development opportunities, while Capital One's robust online platform makes the program highly scalable.

- ▶ **OPTIMAL CLIENT OR IMPACT AREA**
Nonprofit sector.
- ▶ **IMPACT ON CLIENT**
Potentially high value and impact for products or services that are uniform across the sector.
- ▶ **PROVIDER COST**
This model requires moderate initial investment and careful implementation oversight. Once a program is established, however, the model can be sustained or scaled efficiently using standardized tools and processes.
- ▶ **TOP COMPANY GOALS MET**
 - **Reputation:** By making a critical resource available to the larger nonprofit community the company can gain significant recognition.

OPEN-ENDED OUTSOURCING

A company makes its services available to a specific number of nonprofit organizations on an ongoing, as needed basis.

CASE STUDY: CORNERSTONE ONDEMAND

The nonprofit sector's struggles with attracting and retaining the right people are well known, but while solutions are starting to emerge, software for this purpose is something nonprofits can rarely even stop to think about, let alone afford.

Cornerstone OnDemand has stepped in to address an often overlooked and underserved need in the nonprofit community. Every year, Cornerstone OnDemand invites nonprofits to apply for their Strategic Partnership program, under which grantees are awarded software and consulting services at no cost. What makes Cornerstone OnDemand's model one of open-ended outsourcing is not their technology platform, but rather the open and ongoing access each client has to help desk and support services to make the most of the technology. Clients are assigned a dedicated account manager to whom they can outsource their human resources and talent management needs. Furthermore, Cornerstone OnDemand's business model is structured so that client satisfaction is measured equally across paying clients and pro bono clients.

- ▶ **OPTIMAL CLIENT OR IMPACT AREA**
Strategic nonprofit partners. Depending on the size of the company or firm, the program can be scaled to serve general nonprofit partners and perhaps the nonprofit sector as a whole.
- ▶ **IMPACT ON CLIENT**
This model is a great way to help smaller nonprofits who are unable to afford in-house, function-specific expertise on an ongoing basis.
- ▶ **PROVIDER COST**
This model can be executed at a very low marginal cost as long as the service being outsourced already exists within the standard business model.
- ▶ **TOP COMPANY GOALS MET**
 - **Reputation:** By offering outsourced services to a nonprofit audience, a company can gain a significant reputation boost.
 - **Human Capital:** Outsourcing exposes employees to a new and diverse pool of clients.

SECTOR-WIDE SOLUTION

A company makes its services available to a specific number of nonprofit organizations on an ongoing, as needed basis.

CASE STUDY: SALESFORCE.COM NONPROFIT EDITION

Salesforce.com has enabled thousands of businesses to better manage data that is critical to their sales operations and customer relationships. In 2006, the company launched a nonprofit-specific edition, making it available free of charge to qualifying organizations, tailored to address the most common needs of the nonprofit sector, such as donor and volunteer management.

When faced with the opportunity to strengthen the nonprofit sector, Salesforce.com chose to concentrate its resources towards developing a highly scalable product or service that could address the most common sales-related needs of the nonprofit sector. With just one product, the Salesforce.com Foundation is able to address a sector-wide issue with an appropriate sector-wide solution.

Salesforce.com also offers auxiliary pro bono implementation and consulting services. Although the service is complementary to the sector-wide solution, it is important to consider the capacity of the nonprofit sector to fully take advantage of a sector-wide solution such as Salesforce.com's Nonprofit Edition.

▶ OPTIMAL CLIENT OR IMPACT AREA

Nonprofit sector.

▶ IMPACT ON CLIENT

The impact of this model can be hit-or-miss due to the extreme concentration of the creative work into a twenty-four hour period and the single and limited opportunity to proof work. Impact can be optimized by choosing clients with a more urgent need for communications and marketing collateral.

▶ PROVIDER COST

This model can deliver the most bang for your buck but comes with a very high upfront cost. The cost depends on the complexity and sophistication of the tool and the discrepancy between an existing product and the human capital required to tailor it to the sector.

▶ TOP COMPANY GOALS MET

- **Reputation:** By making a critical resource available to the larger nonprofit community, the company can gain significant recognition.

GENERAL CONTRACTING

An entity coordinates and oversees internal and external resources, promoting cross-sector collaboration to address a specific social problem.

CASE STUDY: CIVIC CONSULTING ALLIANCE

The Civic Consulting Alliance mobilizes and directs pro bono resources from the private sector to solve Chicago's greatest civic challenges. Civic Consulting begins their process by asking large societal questions and then breaks them down into smaller, more manageable pieces, which they then contract out to Chicago's top consulting firms. Their staff not only contracts work out to partner firms, but they also serve as consultants themselves, often leading or staffing consulting engagements, serving as the glue for engagements.

By employing this strategy, Civic Consulting has helped improve the lives of thousands of Chicago students and millions of commuters through their work with entities such as Chicago Public Schools and the Chicago Transit Authority. A testament to the power of their work, Civic Consulting has saved Chicago bus customers 500,000 hours per month of waiting through a project to reduce a phenomenon called "bus bunching," in which a route becomes highly irregular, causing groups of buses to back up and arrive one right after another. This effort was just one small part of an overall effort to make Chicago's transit authority the most innovative and fastest growing in the nation.

The general contracting model is most often operated by an intermediary organization, but it poses itself as an opportunity for companies to contribute their professional competencies by collaborating with other companies and organizations that want to solve a larger social problem.

▶ OPTIMAL CLIENT OR IMPACT AREA

Issue area.

▶ IMPACT ON CLIENT

This model's strength lies in its unique, interdisciplinary approach to coordinating pro bono work and its powerful ability to engage multiple stakeholders and affect issue areas.

▶ PROVIDER COST

This model will deliver a relatively low volume of pro bono work at a relatively high cost because of the amount of coordination and oversight necessary. When executed properly, however, a small number of projects can greatly impact focused issue areas.

▶ TOP COMPANY GOALS MET

- **Human Capital:** Contributing companies have cited professional development opportunities for their employees, a chance to develop deeper relationships with clients by advancing their social missions, and the opportunity to develop new tools and organizational capabilities as major factors in choosing to participate.
- **Reputation:** Participating companies gain visibility through working together and across industries.

SIGNATURE ISSUE

The combination of formal pro bono work with additional corporate assets for the purpose of leveraging significant internal resources against a specific social issue.

CASE STUDY: DELOITTE LLP

Deloitte has made a signature commitment to supporting education, with a specific focus on increasing college access to help develop the talent of the future. Through its program, Deloitte is involved in a variety of initiatives aimed at increasing college enrollment rates amongst low-income students. In support of the goals it shares with College Summit, a leading voice on college access, Deloitte brings a variety of corporate assets to bear, including formal pro bono work, significant cash giving, skilled volunteerism, national and local board leadership, and ad hoc specialized counsel, in order to make a social impact.

Deloitte spent more than a year developing a multimillion dollar data warehouse for College Summit. The data warehouse has helped the organization increase its own productivity in delivering information to schools by 87% in some cases, which means College Summit staff spend less time generating reports and more time positively impacting the students' lives. Another outcome is a 300% increase in the number of schools that receive college enrollment rate information from College Summit and can act on it immediately with students. In addition, College Summit reports a 20 percent increase in college enrollment among program participants.

As a signature effort, Deloitte continues to provide specialized pro bono support to College Summit, which is helping the organization not only function more effectively, but also pilot important new revenue streams. This integrated support is enabling College Summit to change the lives of low income students across the country and, ultimately, to move the needle on an issue that is extremely important to Deloitte.

- ▶ **OPTIMAL CLIENT OR IMPACT AREA**
Issue area.
- ▶ **IMPACT ON CLIENT**
The strength of this model is in combining pro bono support with other corporate resources for the benefit of the nonprofit.
- ▶ **PROVIDER COST**
The success of this model lies in the scale and customization of the campaign. A powerful campaign may be extremely resource-intensive.
- ▶ **TOP COMPANY GOALS MET**
 - **Human Capital:** Companies that creatively make the most of a full range of assets can provide substantial development and leadership opportunities for its people.
 - **Reputation:** Projects associated with a signature issue are high profile endeavors that, when successful, can lead to even more visible outcomes.

RESOURCES

For more information about corporate social responsibility and community affairs programming in the companies and organizations represented in the paper, please visit the informational websites listed here:

- ▶ **PFIZER INC.**
pfizerglobalhealth.com
- ▶ **GAP INC.**
gapinc.com/GapIncSubSites/csr/Goals/CommunityInvestment/Com_High_Leverage_Investment.shtml
- ▶ **CREATEATHON**
createathon.com/natl_aboutCAT.html
- ▶ **CAPITAL ONE**
capitalone.com/about/corporate-citizenship/programs/pro-bono-volunteerism
- ▶ **CORNERSTONE ONDEMAND**
cornerstoneondemand.org/partnership_program.html
- ▶ **SALESFORCE.COM FOUNDATION**
For information on product donation visit
salesforcefoundation.org/products

For information on pro bono service visit
foundation.force.com/volunteers_pro_bono_service
- ▶ **CIVIC CONSULTING ALLIANCE**
ccachicago.org
- ▶ **DELOITTE LLP**
deloitte.com/view/en_US/us/About/Community-Involvement/index.htm

ABOUT THE TAPROOT FOUNDATION

Most organizations tackling social problems don't have access to the marketing, design, technology, management or strategic planning resources they need to succeed. Without this talent, few are able to have their intended impact on critical issues like the environment, health and education.

Taproot is a nonprofit organization that makes business talent available to organizations working to improve society.

We engage the nation's millions of business professionals in pro bono services both through our award-winning programs and by partnering with companies to develop their pro bono programs. One day, we envision all organizations with promising solutions will be equipped to successfully take on urgent social challenges.

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