



Partnership for Public Service

2021-2022 IMPACT REPORT



**PARTNERSHIP
FOR PUBLIC SERVICE**

Better government. Stronger democracy.

TABLE OF CONTENTS

Letter from the President and Chair	3
Our Mission: Building a Better Government and a Stronger Democracy	5
Leadership and Collaboration	6
Federal Workforce	9
Innovation, the Customer Experience and Government Modernization	12
Congress	16
Presidential Transition	19
Improving Public Understanding of and Trust in Government	23
Building a Better Government	28
Our Supporters	29
Financial Statements	35
Board of Directors	37

LETTER FROM THE PRESIDENT AND CHAIR

The Partnership for Public Service is the only nonprofit organization dedicated exclusively to building a better government and a stronger democracy.

Our work began 20 years ago, shortly after the tragic events of 9/11. At the time, Americans awakened to the need for an innovative and dynamic government that confronts national emergencies and tackles big problems, inspired in no small part by the public servants who stepped up to serve our nation at a time of crisis. In 2001, the Partnership was founded to address this critical need.

America would face other crises, from the war in Ukraine and COVID-19 to economic turmoil, natural disasters and acts of racial injustice. And just like before, we relied on government—our most vital public institution—to respond.

This past year, we were confronted by yet another urgent crisis: persistent challenges to American democracy that undermine public confidence in the way our government works. These challenges included a tumultuous presidential transition, a violent insurrection against Congress and growing suspicions about the results of a legitimate election. At the same time, many Americans continue to lack equal opportunity, a disparity that has been exacerbated by the pandemic and contributes to a declining faith in our public institutions.

Addressing these issues is critical to the health of our democracy—but we can only do so if our federal government keeps up with the changing world around us and reaches its full promise and potential.

In 2021, the Partnership worked energetically to make this vision a reality, developing nonpartisan, forward-thinking and multifaceted solutions that seek to transform how our government serves the people and demonstrate its essential role in protecting our health, safety and well-being.



Max Stier
President and CEO



Tom Bernstein
Chair of the Board

During a tumultuous presidential transition, we worked closely with President Biden’s team, the Trump administration, career agency leaders and political appointees to execute America’s first virtual transition and ensure one of our nation’s core democratic traditions—the successful transfer of presidential power—would continue. We also launched an initiative to support congressional staff in the wake of the violent Jan. 6 attack on the Capitol, part of our ongoing work to strengthen the institution of Congress so that it more effectively listens, leads and legislates for our diverse nation.

In addition, we continued to support the growth and development of career civil servants—the 2 million federal employees who work across politics and party to serve the public.

Our leadership development programs reached nearly 5,000 federal employees this past year, while an expanded suite of fellowship, internship and talent exchange programs helped agencies strengthen the federal workforce. We also continued to shed light on the accomplishments of outstanding federal workers to demonstrate how effective government impacts our lives for the better.

Throughout, our customer experience data, insights and research enabled agencies to expand their reach—serving not just those who typically engage with federal services, but those who often struggle hardest to access them. We recognize that the health of our democracy depends on government’s ability to meet the diverse needs of our nation—and we will continue to guide agencies in their work to listen to and better serve the public.

We are proud of these accomplishments, but we know there is much more to do. This Impact Report highlights the results of the Partnership’s work in 2021, looks back at our 20-year history and outlines our plans for the future. Our accomplishments would not be possible without the generous support of our donors and partners, whom we thank for supporting our work.

Together, we can build a better government and a stronger democracy. Join us.



Better government. Stronger democracy.

Our Mission: Building a Better Government and a Stronger Democracy.

Our nation and our democracy require an effective federal government to solve big challenges and serve the public good. We invite you to learn more about our mission and work at ourpublicservice.org/2021-22-impact-report.



Celebrating 20 Years

Twenty years ago, Samuel J. and Ronnie Heyman established the Partnership for Public Service as a nonpartisan, nonprofit organization dedicated to building a more effective government. Explore our interactive timeline at ourpublicservice.org/about/impact to learn how we have fulfilled that mission over the past two decades.

Timeline navigation: < [Home icon] [2010] [2010] [2013] [Home icon] >

Helping agencies work effectively

A six-year, multimillion dollar initiative focused on leadership development and employee engagement at the Department of Education launches with support from several foundations. Administered from 2010-2015, the program reaches about 2,000 employees—roughly one-third of the agency's workforce—and leads to drastically increased employee satisfaction and performance. A multiyear program produces similar results at the Department of Labor, reaching more than 3,500 leaders between 2013 and 2018.

"Our work with the Partnership has helped us along the critically important path of transforming Education's culture into one that is more results-driven, innovative and inclusive."—Arne Duncan, former secretary of the Department of Education

One Hundred Eleventh Congress of the United States of America AT THE SECOND SESSION
Began and held at the City of Washington on Tuesday, the fifth day of January, one thousand and ten.

In Act
To amend the Presidential Transition Act of 1980 to provide that certain transition services shall be available to eligible candidates before the general election.

Championing laws that structure the modern presidential transition

New research and transition work informs the [Pre-Election Presidential Transition Act](#), a landmark law that requires transition planning to begin well before a presidential election. The act requires the General Services Administration to provide office space and other support services to transition teams following the party nominating conventions. In 2015, the Partnership also champions the [Edward "Ted" Kaufman and Mike Leavitt Presidential Transitions Act](#), which requires agencies to place a senior career employee in charge of overseeing transition activities at least six months before Election Day.

Preparing political appointees to govern from day one

[Ready to Govern](#) launches. Composed of a series of 90-minute onboarding sessions, the program helps political appointees manage their agencies and successfully navigate a large federal organization. Courses—led by a bipartisan group of current or former political appointees and career executives—include everything from federal ethics laws and working with the White House to understanding the federal budget process. More than 1,500 political leaders have participated in Ready to Govern. [Read our impact story](#) about the program.

FORMER CHIEF OF STAFF FOR THE ENVIRONMENTAL PROTECTION AGENCY
GIVEN KEYS FROM [EPA Logo] to Govern

on building relationships [Play icon] to Govern

Partnership for Public Service

Leadership and Collaboration

Great leadership is fundamental to government effectiveness. Yet for too long, our government has fallen short in training, supporting and investing in leaders at all levels with consistent standards focused on the core values of stewardship of public trust and commitment to public good.

Our Work

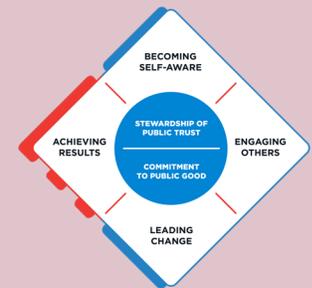
We develop the skills and abilities of federal leaders at all levels and provide forums for them to discuss shared challenges and solutions. We also offer customized executive retreats and executive coaching to help individuals, offices and teams achieve their agencies' missions.

Participants tell us our programs have transformed their professional lives and positioned them to take on larger roles at work. To learn more, read the impact story on our flagship leadership development program, the Excellence in Government Fellows Program, here: ourpublicservice.org/about/impact/managing-up-and-moving-up/.

Highlight from our history

2019

The Public Service Leadership Model is created to set new standards for effective federal leadership.



Our approach to developing leaders is grounded in our Public Service Leadership Model, which outlines the core values federal leaders should embody—stewardship of public trust and commitment to the public good—and describes the competencies they need at each stage of their leadership journey. Our proprietary 360 assessment is a professional development tool that measures leaders' strengths and highlights areas for growth against the model.

Developing Better Leaders: Our 2021 Impact

5,000+

More than 5,000 federal employees reached through our leadership development courses.

300+

More than 300 sessions conducted in 2021—a 74% increase from 2020.

96%

96% participants agreed or strongly agreed that their program helped them to be a better leader.

1,500

Nearly 1,500 leaders used our 360 leadership assessment tool, providing more than 20,000 data points that will yield critical insights on the state of public service leadership.

Featured Report



“Leading with Experience: A Framework for Customer-Focused Leadership in Government”

A playbook for recruiting, developing and empowering federal leaders to create organizational cultures that put customers first.

We convened federal leaders to share best practices that enable government to work better.

The Partnership manages more than a dozen federal networks that regularly convene to address common management challenges faced by senior executives, including deputy secretaries, chief human capital executives, assistant secretaries for administration and management, general counsels, and more.

We brought together leaders from government and philanthropy to build cross-sector partnerships.

In November, we convened federal executives and foundation leaders to examine strategies for creating more effective public-philanthropic partnerships. Secretary of Transportation Pete Buttigieg served as the keynote speaker.



Ford Foundation President Darren Walker introduced Secretary of Transportation Pete Buttigieg, who shared remarks and spoke with Partnership President and CEO Max Stier and leaders from the public and philanthropic sectors during our virtual event.

Looking Ahead

In 2022, we are stepping up our work with the launch of the Public Service Leadership Institute, which will be the premier resource for helping public sector leaders develop the capabilities to fulfill the promise of government.

The institute will feature our world-class training programs and custom offerings, original research and commentary, and policy and legislative recommendations that seek to support and develop strong federal leaders. By working in these areas, the institute will amplify the importance of public service leadership, provide leaders with the tools to improve their performance and strengthen their organizations, and advocate for a single leadership standard across government.

Creating Critical Connections

Our Federal Human Capital Collaborative, comprised of more than 160 agency chief human capital officers from across 33 agencies and subcomponents, played an important role in supporting federal leaders as they navigated the COVID-19 pandemic. This community of practice met with private sector HR leaders and researchers to help inform strategies on envisioning the future of work in the federal government.

“I really appreciate the timeliness of the topics for this meeting. Our agency is currently revising our telework programs as well as looking into remote work options. Today’s presentations were very insightful and informative.”

—Summer 2021
Federal Human Capital Collaborative participant

BUILDING A BETTER GOVERNMENT

Federal Workforce

Our nation needs a new generation of diverse and skilled public servants to keep us safe, respond to emergencies, design high-impact social programs and conduct cutting-edge research. While many agencies have equipped their workforces to meet these needs, our federal government must do a better job in general of recruiting and retaining vital talent. A set of key challenges remain:

- The federal government's brand is badly damaged.
- Opportunities for young people are hidden and scarce.
- Barriers to entry abound for job candidates.
- Federal employee engagement lags behind that of the private sector.
- Opportunities remain to strengthen diversity, equity and inclusion and accessibility within the federal workforce.

To meet these challenges, government as a whole must develop leaders and build work environments that attract and develop talent. A healthy workplace with good leaders views employees as vital assets, creates conditions for them to perform at their best and prioritizes retaining the talent necessary for success.

Our Work

We help federal leaders address their talent deficits by drawing on our two decades of experience promoting public service careers and improving federal hiring processes and practices.



Highlight from our history

2003

The Best Places to Work in the Federal Government® rankings launch, the most comprehensive and authoritative rating of employee engagement in the federal government.



We study government’s recruiting and hiring challenges and recommend solutions to federal leaders, agencies and Congress. Our GoGovernment.org website helps jobseekers understand the federal hiring process so they can apply for and secure a federal job and our Call to Serve network, a group of more than 700 colleges and universities, helps students consider careers in government.

Over the last several years, we have also focused on federal internship and fellowship programs, which introduce young people to public service and fill critical talent gaps, and helped agencies reimagine and plan for the future of work—changes in the federal workplace caused by societal and technological transformation.



We piloted new programs to attract young people to public service.

Our Future Leaders in Public Service Internship Program will provide 200 undergraduate and graduate students with paid summer internships at the Departments of Commerce and Transportation in the summers of 2022 and 2023.

Featured Report



“Trading Places: The Benefits, Challenges and Potential of Federal Public-Private Talent Exchanges”

A set of best practices and strategies for maximizing the potential of federal public-private talent exchanges.

We promoted innovative ways to bring specialized talent to government.

Our IPA Talent Exchange Program matches agencies that need specialized talent with candidates from academic, nonprofit and philanthropic organizations, and state and local government. A significant portion of the first participants will work in roles responsible for implementing President Biden's executive order on supporting racial equity and underserved communities.

We highlighted the importance of employee engagement for recruiting and hiring talent.

Top-performing organizations have highly engaged employees who are connected to their missions and customers. Senior leaders must be held accountable for improving employee satisfaction and for creating a culture of recognition that includes awards and public acknowledgement of employees who excel.

Produced annually with Boston Consulting Group, the Partnership's annual Best Places to Work in the Federal Government® rankings offer valuable insights on employee engagement, serve as an early warning sign of trouble and pinpoint areas in need of improvement.

In June, we released the 15th edition of the rankings. Our anniversary report demonstrates the links between employee engagement and organizational performance, and outlines strategies to better engage young people and career leaders—two groups key to government's future success.

We promoted diversity, equity and inclusion in the federal workforce.

We delivered DEI-related seminars to more than 500 employees at the Department of Labor and the Economic Development Administration, and worked with the Centers for Disease Control and Prevention to assess its workplace culture. We also launched a new roundtable to help chief diversity officers identify and build strong talent practices.

Soaring to New Heights



NASA celebrates winning Best Places to Work's large agency category for the ninth consecutive year.

Looking Ahead

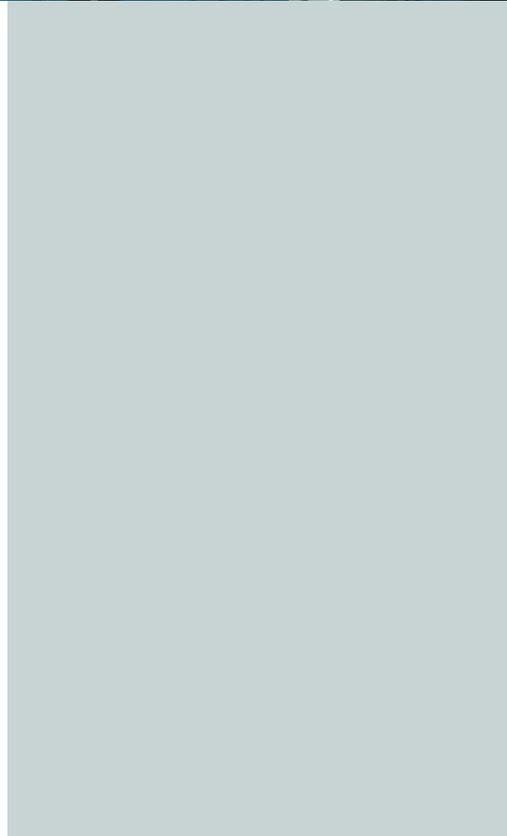
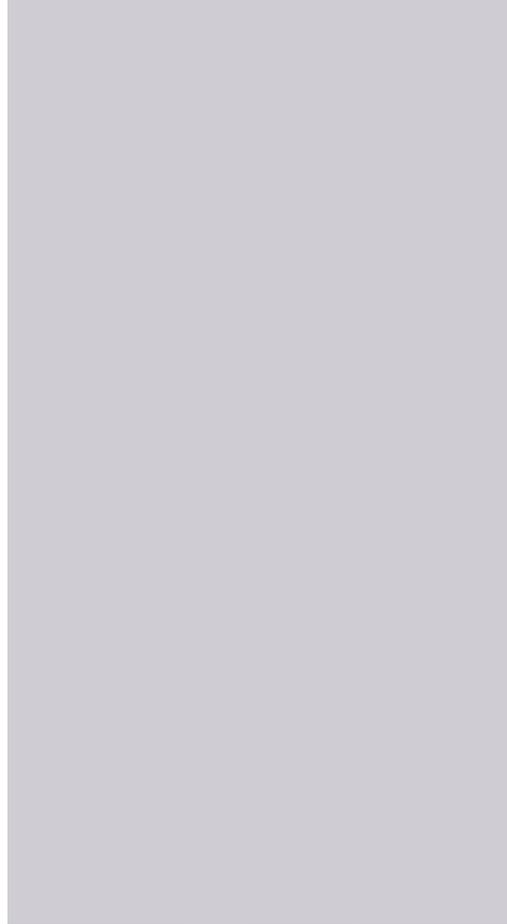
In early 2022, we revamped our GoGovernment.org website to inspire more people to explore a career with the federal government. This year, we will also strengthen our Call to Serve network by redoubling our efforts to educate colleges and universities on the complex federal recruiting and hiring process.

In addition, we will help federal executives define and collaborate on issues around the future of work in government and expand our support for DEI best practices through leadership training, custom programming and research. Finally, we will promote reforms to modernize the civil service, including strengthening internship programs and making our government more effective in recruiting, hiring and retaining critical talent.

BUILDING A BETTER GOVERNMENT

Innovation, the Customer Experience and Government Modernization

By being more innovative and customer-focused, government can better serve the public and deliver services more equitably to those who need them. However, recent Best Places to Work in the Federal Government® data shows that just under 67% of public servants feel encouraged to come up with new and better ways of doing their jobs—more than seven points lower than private sector employees.



Our Work

We offer training, forums for federal leaders, data and insights to foster a more innovative, tech-savvy and responsive government.

We convened customer experience leaders and issued recommendations to help agencies build customer-focused services that serve the diverse needs of our country and rebuild public trust in government.



“Government for the People: Designing for Equitable and Trusted Customer Experiences”

Since 2019, we have published an annual report that provides the most comprehensive look at how customers experience key federal services. This year’s report encourages agencies to address inequitable service delivery and public distrust of government.

We helped federal leaders develop the skills and strategies to incorporate new technology into the workplace.

Our AI Federal Leadership Program—conducted in partnership with a consortium of private sector stakeholders—trains high-performing members of the Senior Executive Service to better understand the application and implications of AI and other emerging technologies on their work and workforce.

Highlight from our history

2003

First annual “Government for the People” report released. The report offers the most comprehensive analysis of the federal customer experience and provides a roadmap for federal leaders and agencies to anticipate and meet the public’s diverse needs.



Across the three program cycles thus far, we have worked with 96 government leaders who collectively lead more than 660,000 employees and oversee budgets totaling approximately \$1.52 trillion. The program aims to help create a community of senior leaders who deploy new technologies to transform agency operations.

We highlighted recommendations, management lessons and success stories designed to help agencies develop innovative responses to the COVID-19 pandemic.



“Resilient: Keeping Your Wits—Workforce, Innovation, Technology, Security—About You”

Findings from our survey of more than 300 federal leaders about the lessons they learned over the course of the pandemic.



“Bright Spots: Federal Success Stories from the COVID-19 Pandemic”

An in-depth look how six federal agencies forged innovative solutions to the pandemic.



“Retracing Steps: Reflecting on Management Lessons in Public Health Data Infrastructure During COVID-19”

Case studies that highlight how federal, state and nonprofit leaders and agencies addressed public health data infrastructure challenges during the pandemic.

Research, Evaluation and Modernizing Government

Research is at the core of how we design our programming, engage with federal leaders, advocate for new policy solutions and identify issues that affect government’s ability to solve problems and serve the public.

In 2021, we provided government with the insights it needs to respond to the challenges of our time and those to come. Our more than 25 research publications—many of which are featured throughout this report—cover topics ranging from reforming the presidential appointment process to public-private talent exchanges.

This year, we will continue to provide data and insights to help federal leaders. Our research priorities include:

- Launching a first-of-its-kind initiative to understand key trends in federal leadership using data from our 360 assessment.
- Building interactive, digital agency performance dashboards.
- Sharing key findings from our extensive research on public trust in government.

To learn more, explore our publication library and read our research highlights presented in this report.



Looking Ahead

In 2022, we will develop research and programs that build a culture of innovation and experimentation in government. In addition to evolving our innovation and technology convenings, we will launch and begin to implement a new Modernizing Government strategy, a comprehensive approach to transforming federal information technology, and work to refine Partnership programs with technology content and insights. Our training opportunities will also help federal leaders adopt innovative practice and emerging technologies that improve agency operations and service delivery.

Congress



A healthy, well-functioning Congress is vital to our nation and to our democracy. However, ongoing political differences and decreased public trust in government—and the legislative branch, more specifically—have placed tremendous strain on Congress and the people who work there.

These realities demand that we rebuild the capacity of Congress to work effectively and meet the diverse needs of the people of our country.

Our Work

The Partnership champions legislation to improve government management and operations. We also work with Congress as an institution, seek to improve the relationship between Congress and the executive branch, and provide data and insights to help Congress in its oversight role.

Highlight from our history

2003

Congress enacts into law the Partnership's recommendation that agencies conduct an annual employee survey. Administered by the Office of Personnel Management, the Federal Employee Viewpoint Survey is the government's main tool to measure job and workplace satisfaction within the federal workforce.



Supporting a More Effective Congress: Our 2021 Impact

140+

More than 140 Capitol Hill meetings held on legislative and executive branch issues.

130+

130 congressional staff members and members of Congress engaged.

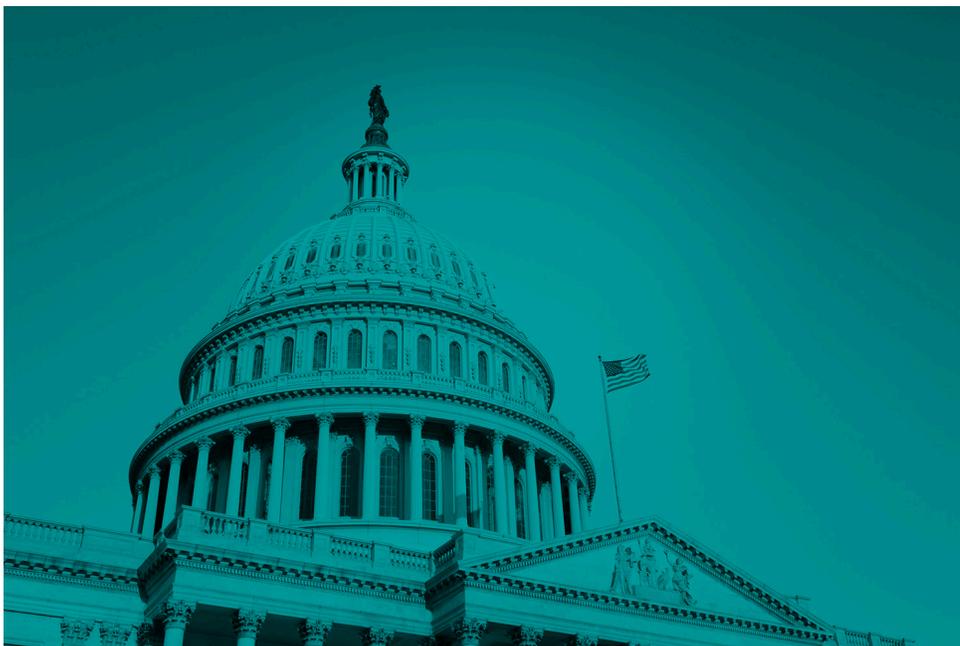
245

245 reports or white papers distributed to congressional stakeholders.

12

12 testimonies delivered before congressional committees—a record number for our organization.

In response to the Jan. 6 Capitol insurrection, we launched a microsite, CapitolStrong.org, on behalf of a coalition of civil society organizations working to support Congress and congressional staff.



During the year, CapitolStrong shared resources, hosted virtual events and served as a central hub to share information about the needs and experiences of those who were impacted by the attack.

Roadmap for Renewing Our Federal Government

Our recommendations for the administrative and legislative reforms needed for a better government.



We launched the Alliance for Congress—an initiative to improve the way Congress works so that it can better meet the country’s needs and interests.



“Serving the People: Congressional Staff Perspectives”

The Alliance’s first report highlights how Capitol Hill staff view the health of Congress and continue to work effectively for the public good.



“Serving the People: Investing in Congressional Capacity”

In November, the Alliance organized a virtual event featuring current and former House members and congressional staff. They discussed the ongoing efforts to modernize Congress and address the institutional challenges that keep our legislative branch from best serving the people.

Looking Ahead

In 2022, we will work on several process reforms, including reducing the number of Senate-confirmed positions, streamlining the nomination and confirmation process, promoting transparency for political appointees, and strengthening the rules related to acting officials who temporarily fill vacant appointment roles.

We will also champion the passage of new federal customer experience legislation and encourage Congress to enact proposals related to improving the hiring and recruitment process. Finally, we will share a new communications strategy aimed at improving public trust in Congress with our partners and a wide external audience.

Presidential Transition

A presidential transition is the largest, most complicated and most important takeover of any institution in history. New presidents must plan a multitrillion dollar budget, make roughly 4,000 political appointments and oversee a workforce of 2 million federal civilian employees. In addition, incumbent presidents need to address turnover in the Cabinet and other leadership positions, plan second-term policy agendas, and outline key program and management improvements.

But the 2020-2021 transfer of power from Donald Trump to Joe Biden was the toughest in modern history.

Amid a global pandemic, a nationwide reckoning on race and continued economic turmoil, a delay in ascertainment—the formal recognition of the apparent election winner by the General Services Administration—hindered the official transition process and prevented the Biden team from accessing critical resources.

These tumultuous events were followed by a violent insurrection against Congress on Jan. 6, 2021 as it met to officially certify Biden as the winner. The new president took office on Jan. 20, but these disruptions threatened to undermine the peaceful transfer of power—a core tenet of our democracy.

Highlight from our history

2008

Senior campaign representatives, members of the outgoing Bush administration, and other agency and nonprofit leaders convene for the first transition planning conference. Similar meetings during the next three election cycles help set new standards for presidential transition planning.



Our Work

During this difficult time, the Partnership’s Center for Presidential Transition® played a key role in helping to organize an effective transition process and preparing the Biden administration to govern on day one.

“I cannot imagine doing a presidential transition in a modern era without the Partnership. If a transition team itself had to assemble the information that the Partnership provides to every presidential transition, it would turn an incredibly difficult job into a complete nightmare. What the Partnership does is incredibly worthwhile.”

—Edward “Ted” Kaufman, former chairman of the Biden Transition; former U.S. senator

We made recommendations to improve future transitions.

Our report analyzes the successes and challenges of the Trump-to-Biden transition and offers recommendations to improve future transfers of power.



“The 2020-21 Presidential Transition: Lessons Learned and Recommendations”

Advisory Board

Josh Bolten

Former chief of staff to President George W. Bush

Edward “Ted” Kaufman

Former U.S. senator, former chair of the Biden-Harris Transition

Michael Leavitt

Former governor of Utah, former chair of the Romney Readiness Project

Thomas “Mack” McLarty

Former chief of staff to President Bill Clinton

Penny Pritzker

Former secretary of the Department of Commerce

Featured Report



“Looking Back: The Center for Presidential Transition’s Pivotal Role in the 2020-21 Trump to Biden Transfer of Power”

A comprehensive report that outlines how the Center helped the Biden team execute a well-planned transition—the first virtual one in U.S. history.

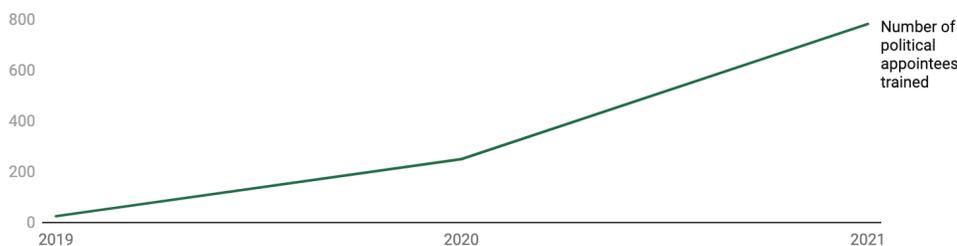


Judy Woodruff, anchor and managing editor of the PBS NewsHour (top left), Anne O'Connell, Adelbert H. Sweet Professor of Law at Stanford University (top right), former Gov. Chris Christie, chairman of the Trump transition team, and former Sen. Ted Kaufman, co-chair of the Biden-Harris transition team, at our “Lessons Learned” report release event.

We prepared new political appointees to lead their agencies.

During the year, we continued to establish ourselves as trusted advisors with senior administration leaders. We delivered our Ready to Govern[®] courses—which prepare incoming appointees to succeed in their new roles—to new federal leaders and their teams. We also worked with select agencies on broader, departmentwide transformation.

Political appointees trained, 2019-2021



Source: Center for Presidential Transition • Created with [Datawrapper](#)

We issued a plan to fix the broken confirmation process and reduce the number of Senate-confirmed positions.

Throughout the year, we kept up a steady drumbeat about the urgent need to fix a broken political appointments process that has swelled the number of vacant federal leadership positions.

Our expertise helped inform mainstream media coverage on this issue and appeared in outlets ranging from NPR and Axios to The New York Times and The Washington Post.



The Biden Administration 100 days promises A new normal Fact Checker Biden Appointees Opinions

Politics

Joe Biden has picked 514 nominees to fill key roles in his administration so far

We are tracking **800** government positions among about 1,200 that require Senate confirmation.

107

positions have no Biden nominee.

2

picks are awaiting formal nomination.

153

nominees are being considered by the Senate.

359

have been confirmed by the Senate.

Additionally, we have identified **179** appointees so far who are serving in termed positions or who were held over from previous administrations.

Biden Political Appointee Tracker

In collaboration with  PARTNERSHIP FOR PUBLIC SERVICE

Our Political Appointee Tracker, launched jointly with the Washington Post, is the only real-time source for political appointments data and holds the Biden administration and Senate accountable for quickly nominating and confirming key political appointees.

Looking Ahead

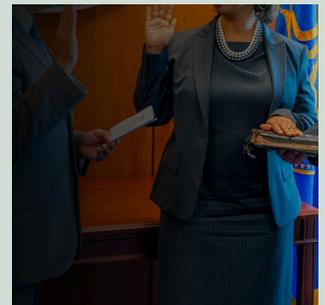
This year, we will provide information, advice, training and advocacy to help ensure smooth transitions, improve the appointments process and equip new political leaders for success.

Featured Reports



“Unconfirmed: Why Reducing the Number of Senate-Confirmed Positions Can Make Government More Effective”

Using data from our Political Appointee Tracker, we explain why critical vacancies across government persist and offer several recommendations to streamline the appointments process for roles requiring Senate confirmation.



“Joe Biden’s First Year in Office: Nominations and Confirmations”

An extensive analysis comparing President Biden’s nomination and confirmation record with the previous three presidents. The report was featured in an exclusive story by The New York Times.

Improving Public Understanding of and Trust in Government

Public trust in government has continued to decline in recent years. Our polling shows that only four in 10 Americans at least somewhat trust the federal government to do what is right and that about two-thirds do not believe the government listens to the public.

These trends are driven largely by negative views of members of Congress and political appointees, suggesting that the public all too often does not know about or overlooks the significant work of our country's civil servants.

Our Work

The Partnership recognizes public servants who improve our lives for the better to rebuild public trust in government and inspire people to federal service. By shining a spotlight on government's positive impact, we work to raise the profile of an effective government that is worthy of investment.

We continue to reach new audiences to spread this important message.



Raising Our Profile and Voice: Our 2021 Media Impact

Metric	2019	2020	2021
Number of online media impressions	45.5 million	442.9 million	1.2 billion
Number of national news media hits	474	More than 1,000	10,884
Number of social media followers	24,926	36,664	44,631
Number of subscribers	21,636	34,791	61,572
Number of visitors to the Partnership website	296,000	664,165	993,000
Number of research reports published	18	21	25
Number of testimonies and statements for the record	2	5	12

Source: Partnership for Public Service • Created with [Datawrapper](#)

We honored, recognized and celebrated exceptional public servants.

Last year, we celebrated the 20th anniversary of the Samuel J. Heyman Service to America Medals®, the preeminent awards program recognizing excellence in the federal workforce. We hosted an in-person and virtual gala, and garnered extended national and regional media coverage, recognition from a host of celebrities and agency leaders, and special remarks from President Biden.

In October, 12 medalists selected from 29 finalists and more than 350 nominations were honored at an in-person awards ceremony at the John F. Kennedy Center for the Performing Arts. We also recognized Laurene Powell Jobs, the founder and president of Emerson Collective, as this year's Spirit of Service award winner. The award recognizes individuals outside of government who have made significant contributions to public service.

Highlight from our history

2013

Service to America Medals honorees recognized at a White House reception with President Obama.





“These awards aren’t just the ‘Oscars’ of public service, they’re a reminder that public service is noble and an impactful profession.”

—President Biden



The 2021 Sammies award winners.

A separate star-studded program recognizing the winners also aired on Bloomberg Television and Axios.com, as well as the Partnership’s Facebook, Twitter, LinkedIn and YouTube pages. All told, the 2021 Sammies earned 8 million earned media impressions, a 42% increase from 2020.

2021 Spirit of Service Award Winner



Laurene Powell Jobs (left), founder and president of Emerson Collective, speaks with Ruth Porat (right), senior vice president and chief financial officer of Alphabet and Google.

Read more to learn how the Sammies help public servants make an impact in government here: ourpublicservice.org/about/impact/making-a-difference-for-global-youth-and-helping-the-us-deliver-in-the-international-arena/.

We launched an initiative to persuade Americans of all backgrounds that government is worthy of their high expectations and engagement.

In April 2021, we began to conduct public opinion research on public trust in government. We organized focus groups, developed a nationally representative survey and issued a report of our findings.

The findings, previewed in our Politico op-ed, indicate that highlighting stories about federal employees and the significant work of our country's civil servants may help improve public attitudes about government.

Using these insights, we designed a communications campaign that will seek to rebuild public trust in government by promoting real stories of government at work through earned, paid and owned media channels, as well as various trusted messengers.

If we can secure the necessary funding, the next phase of this project will focus on carrying out this campaign.

We amplified “The G Word” to tell more stories about our nation’s public servants, educate the broader public about how government works and inform people about potential federal careers.

We worked closely with Higher Ground Productions, a company founded by Barack and Michelle Obama that produced “The G Word,” a new docuseries based on Michael Lewis’ book, “The Fifth Risk.” The show aims to demystify the little-known ways in which federal agencies and federal employees improve our lives and serve our nation.

Special Guests at the 2021 Sammies



From left to right: Spirit of Service Award winner Laurene Powell Jobs, Reggie Watts, Dr. Anthony Fauci, Aparna Nancherla, Samantha Bee, Oscar Nuñez and Rose Byrne. Other celebrity presenters not pictured include Adam Conover, Melissa Fumero, Peyton Elizabeth Lee, Sierra Teller Ornelas, Audra McDonald and Jana Schmieding.

Looking Ahead

The Partnership's goal is for our federal government to be viewed as worthy of trust and investment. We strive to be a reliable and trustworthy resource for the media and the public.

On Sept. 20, 2022, we will celebrate our nation's outstanding civil servants at the 21st edition of the Service to America Medals®. The program will recognize Ford Foundation President Darren Walker as our 2022 Spirit of Service award winner. In addition to spotlighting the work of our honorees year-round, we will also continue to work toward implementing our communications campaign on rebuilding public trust in government.

Featured Report



“Trust in Government: A Close Look at Public Perceptions of the Federal Government and its Employees”

A report analyzing the results of our national survey on trust in government, with a focus on how people in the U.S. view federal agencies and the 2 million civil servants who work across the country.

BUILDING A BETTER GOVERNMENT

Solving federal management, operational, performance and talent challenges requires the involvement of people within and outside government and across many sectors. We invite you to join with us to build a better government and a stronger democracy.

In 2022, we relaunched our main website to make it easier for visitors to stay up to date on our solutions for a better government. Visit ourpublicservice.org to learn more.



In early 2022, the Partnership transitioned to a new office and a hybrid work environment. This setup will enable us to deliver on our mission in new and exciting ways, attract new staff and expand our reach, and deepen our impact with our federal partners. We are now offering in-person programs, but will continue to provide a virtual option to meet the needs of our customers.

The Partnership strives to be an exemplary organization on diversity, equity and inclusion so we can attract, retain and grow talented individuals with a range of knowledge and perspectives.

By modeling DEI practices, we seek to become more effective at serving our partners in government and across the private and nonprofit sectors. In 2022, we will continue to help leaders instill DEI principles into their work, support a more inclusive federal workplace, and provide government with the tools to deliver more equitable services and meet the diverse needs of our country.

Read our DEI Commitment Statement here: ourpublicservice.org/about/diversity-equity-and-inclusion/#statement.

OUR SUPPORTERS

We gratefully acknowledge the generous support of the following corporations, foundations and individuals who sustain our work to build a better government and a stronger democracy.

Chairman's Circle (\$1,000,000 and above)

- Anonymous
- Ford Foundation

Innovators' Circle (\$500,000 to \$999,999)

- Bloomberg Philanthropies
- Democracy Fund
- The William and Flora Hewlett Foundation
- W. K. Kellogg Foundation
- Microsoft
- Craig Newmark Philanthropies
- TDF Foundation

Founders' Circle (\$250,000 and above)

- Accenture Federal Services
- Anonymous
- Boston Consulting Group
- Ronnie F. Heyman and Family
- The James Irvine Foundation
- Gordon and Betty Moore Foundation
- The Rockefeller Foundation
- Schmidt Futures

Directors' Circle (\$100,000 to \$249,999)

- AWS
- Deloitte
- Bill & Melinda Gates Foundation

- Google
- Grant Thornton Public Sector
- Sharon Marcil and Tom Monahan
- Mastercard
- Jennifer and David Millstone
- New Venture Fund
- Indra and Raj Nooyi
- Poses Family Foundation
- Rockefeller Brothers Fund
- Lise Strickler and Mark Gallogly
- Patricia A. and George W. Wellde Jr.
- Workday

President's Circle (\$50,000 to \$99,999)

- Tom and Andi Bernstein
- ConantLeadership
- Roberta and Steven Denning
- EY
- EY Foundation
- Goldman Sachs Gives
- Estate of Ira A. Lipman
- Lockheed Martin
- Maximus
- McKinsey & Company
- The MITRE Corporation
- Penny Pritzker
- Fredrick D. and Karen G. Schaufeld Family Foundation
- The Volcker Alliance

Champions of Service (\$25,000 to \$49,999)

- Anonymous
- Citi
- Cornerstone OnDemand
- The Marc Haas Foundation
- David J. Kappos and Leslie Kimball
- Leidos
- Morgan Stanley Foundation
- Mario M. Morino
- Daniel and Teresa Murrin
- Samuel I. Newhouse Foundation
- Tom Nides
- Pritzker Innovation Fund
- The Edward John and Patricia Rosenwald Foundation
- Chad and Julie Sweet
- Toni Townes-Whitley and John H. Whitley
- Jim and Autumn VandeHei

Leadership Circle (\$15,000 to \$24,999)

- Carahsoft Technology Corp.
- Michael Herrinton
- Josephine Lawrence Hopkins Foundation
- Amy and Bruce Pascal
- Steve and Molly Preston
- Slalom
- John Yochelson

Patrons (\$5,000 to \$14,999)

- ANDAH Foundation
- Harold and Stephanie Bronson
- Charina Endowment Fund
- Adam Cohen
- Nora Gardner
- Meg and Bennett Goodman Family Foundation
- W. Scott Gould and Michèle Flournoy
- Higgins Trapnell Family Foundation, courtesy of Neal Higgins
- Carl and Gail Icahn
- Sally and Warren Jewell
- Carol and Gene Ludwig Family Foundation
- Les L. Lyles
- David Marchick
- Mathematica
- Robert A. and Diane J. McDonald Family Foundation
- Medallia
- Sabina Menschel and Bill Priestap
- Leo Mullin
- Sean and Laura O'Keefe
- Ruth Porat
- Nancy Potok
- Qualtrics
- Andrew and Monique Rechtschaffen
- Robertson Foundation for Government
- Michele K. Ross
- Dan and Theresa Tangherlini
- Verint
- Neal Wolin and Nicole Elkon
- Nathaniel Zilkha
- Max Stier and Florence Pan

Friends (\$1,000 to \$4,999)

- Laszlo Bock
- Robert Brese
- Joshua Brodie
- Steve Bunnell
- Dr. Allan V. Burman
- Lisa Capobianco
- Susan A. Carr Charitable Trust
- Daniel J. Chenok
- Chris and Ursula Cox
- Maria Druke and James-Christian Blockwood
- Diana Farrell and Scott Pearson
- Joel L. Fleishman
- Dave Gallagher
- Stephen Galvan
- John Gilligan
- Richard and Judy Gilmore
- Vincette Goerl
- Margaret Graves
- Patricia Cogswell
- Leonard and Fleur Harlan
- Sallyanne Harper
- Ralph Huber
- Craig Katerberg
- Karlease Kelly
- Patrick Kennedy
- Patricia and John Koskinen
- Jenni Main
- Michael Hamamjian
- Jonathan McBride
- Kymm McCabe
- Luke McCormack
- Thomas "Mack" McLarty
- Essye B. Miller
- John Palguta
- Gloria Parker, CIO SAGE
- Bob and Ellen Peck
- Legacy Venture
- Anne Reed
- The Rich Foundation, Inc.
- Steve Roberts, in honor of Cokie Roberts

- Mark Rosenthal
- Norman Rosenthal
- Charles Rossotti
- Kevin Sheekey
- Kristine and John Simmons
- Maureen E. Wylie

Donors (up to \$999)

- Geoff Abbott
- Jonathan and Stacie Alboum
- Felicia Alexander
- Michelle Amante
- Bruce Andrews
- 10 Anonymous Donors
- Laura Arrington
- Elda Auxiliaire
- Roger Baker
- Sam Beckman
- Ionit Behar
- Francis Beidler Foundation
- Jonathan and Stacie Alboum
- Don Bice
- Lucas Bladen and Megan Handau
- Katherine Bryan
- Susan Burkhardsmeier
- Scott Cameron
- Campbell Consulting Solutions
- Christine Carroll and David Robertson
- Shannon Carroll
- Michell Clark
- Ellen Cleary
- Mike Clow
- Robert Cohen
- Kenneth S. Colburn
- Margot Conrad and Anne Leopold
- Steve Cooper
- Margaret Cotter
- Michael Coughlin

- Troy Cribb
- Stephen Crilly
- Doug Criscitello
- Joan DeBoer
- Loren DeJonge Schulman
- Dan Durak
- Troy Edgar
- Kay Ely
- Kathleen P. Enright
- Jane Farrington
- Jared Feinberg
- Ron Flom
- Brodi Fontenot
- Mark Forman
- Brett Freedman
- Jahangir Alom Gain
- Betty Gamez
- Carlos Garza
- Greg Giddens
- Daniel Ginsberg
- Ozzie and Gail Goren, in Honor of Norman Rosenthal
- Chuck Grimes
- Raja Karthikeya Gundu
- John Gutman
- George Hageman
- Robert F. Hale
- Brian Harris-Kojetin
- Ruby Harvey
- Cynthia Heckmann
- Scott Heimlich
- Diane Hill
- Deborah Hirtz
- Laura Holgate
- Jon M. Holladay and Margo E. Erny
- E. J. (“Ned”) Holland Jr.
- Ella Holman
- Daniel Horner
- Jody L. Hudson
- Jill Hyland and John Hutchins
- Raymond Jacobson
- Mike James
- Eric Javits Family
- Foundation
- Erik Jorgensen
- Emily Kalnicky
- Loretta Kalnicky
- Nancy Kassop
- Joseph Klimavicz
- Roger Kodat
- Andrew Kolstad
- Caroline Krass
- Sonya Kuki
- Lindsay Laferriere
- Jordan LaPier
- Austin Laufersweiler
- Nicholas Leake
- Amy Lear White
- Theodore LeCompte
- Sofya Leonova
- Richard Liw
- Amali Liyanarachi
- Charles Lord
- Michael Lynch
- Kate Machado
- David Mader
- Christine M. Major
- Marlene Marban
- Andrew Marshall
- Hunter Marston
- Toni Massaro
- Rajive Mathur
- Amiko Matsumoto Rorick and Rob Rorick
- David McClure
- Madeleine McCullough
- Mary and Tim McManus
- Jerome Medalie Charitable Gift Fund
- Kathryn Medina
- Maggie Moore
- David Morenoff
- Patrick Moulding
- Craig Mullins
- Colin Murphy
- David Naimon
- Donald Nicoll
- C. J. Norvell
- John O’Connell
- Lourdes Olivera
- Jeff O’Malley
- Ellen Ormond
- Howard Osborne
- Brittany Parker
- Alice Pifer
- John Phelps
- Zachary Piaker
- Noel Popwell
- David Powner
- Mark Pruce
- Sheena Pruiett
- Kari Rea
- Charles Reaves
- Johnhenri Richardson
- Daniel Ritter
- Ricardo Rossy
- Mark Rothacher
- Jonathan Rubin
- Rexon Ryu
- Jeffrey S. Saltz
- Dwight Sanders
- Jarinete Santos
- Alicia Schapire
- Bonnie Rose Schulman
- Andrew and Deborah Schwartz Charitable Fund
- Matt Segneri
- John Sepulveda
- Robert Shea
- Mike Sheils
- Robert Shelala II
- Jaclyn Sheridan
- Kelly Shih
- Henry Sienkiewicz
- Sean Simmons
- Lynn Simpson
- Mary K. Smith
- Valerie Smith Boyd
- Felícita Solá-Carter
- Joe Spillane
- Richard Spires
- Yaroslav Spivak
- Tina Sung

- Anna Taleysnik-Mehta
- Steve Tarr
- Julie Taylor
- Vincent Tedjasaputra
- Mark Valentine
- Lydia Van Sant
- Margaret Vandervoort
- Cliff Viaud
- Maureen Atkins Vollmer and Scott Vollmer
- John Walker
- Stephanie Waxman
- David Weisbrod
- Dave Wennergren
- William White
- Wiesenberg Donor Advised Fund
- Monica Wilder
- Jim Williams
- Christopher Wingo
- Michael Wooten
- Renee Wynn
- Kurt Yankaskas
- Kevin Youel Page

Special Thanks

The support of these individuals and companies that provided the Partnership with pro bono or volunteer services has helped make the Partnership's work possible. We gratefully acknowledge their generous support.

- ACT-IAC
- Axios Media
- Ron Bachman
- Samantha Bee
- Geoff Bennett
- Bloomberg Television
- Kate Bolduan
- Kristin Burkhalter
- Morgan Butler
- Rose Byrne

- Meghan Chu
- Jon Cohen
- Adam Conover
- Cravath, Swaine and Moore LLP
- CyberVista
- Scott Deutchman
- DLA Piper
- Mark Doboga
- Colin Doody
- Amy Entelis
- Melissa Fumero
- James Hohmann
- Beth Kseniak
- Peyton Elizabeth Lee
- Caitria Mahoney
- Joe Mahshie
- Audra McDonald
- MeriTalk
- Miller Friel, PLLC
- Aparna Nancherla
- Oscar Nuñez
- PBS World
- Robin Reck
- Jane Sarkin
- Jana Schmeiding
- Hamilton South
- Stanford Institute for Human-Centered Artificial Intelligence
- Sterne Kessler
- Sierra Teller Ornelas
- Alexandra Triumph
- Clinton Trucks
- Dana Ucciferri
- Matt Ullian
- Sharilyn Vera
- Adrienne Warren
- Reggie Watts
- Jon Wolf

Center for Presidential Transition Advisory Board

- Josh Bolten
- Edward "Ted" Kaufman
- Michael Leavitt
- Thomas "Mack" McLarty
- Penny Pritzker

Government Leadership Advisory Council

- Thad Allen
- Bernie Banks
- Doug Conant
- Stephen M. R. Covey
- Amy Edmondson
- Sally Jewell
- Les L. Lyles
- Robert A. McDonald
- Chris Porath
- Liz Wiseman

Partnership West Advisory Council

- Caitlyn Fox
- Don Howard
- Michael McAfee
- Amanda Renteria
- Leonard D. Schaeffer
- Ashley Swearingin
- Laney Whitcanack

Cybersecurity Talent Initiative Executive Advisory Council

- Ellen Ambrosini
- Angela Bailey
- Denise Biaggi-Ayer
- Jennifer Buckner
- Karissa Calvo
- Josh DeFigueiredo
- Sheronda Dorsey
- Brian Fielder
- Zev Goldrich
- Ron Green
- Elias Hernandez
- Beau Houser

- Wenchun Jiang
- Jeffrey D. Johnson
- Rachel Lange
- Tonya Manning
- Alexander Niejelow
- Alec Palmer
- Douglas Perry
- Simone Petrella
- Greg Sisson
- Robert Tagalicod
- Col. Dianna Terpin
- Jeanne Tisinger
- Sharon Wong
- Steven Cooper
- Douglas Criscitello
- Chris Cummiskey
- Linda Cureton
- Melinda Darby
- Joan DeBoer
- Mark Doboga
- Troy Edgar
- Kay Ely
- Karen Evans
- Michael Fischetti
- Michèle Flournoy
- Brodi Fontenot
- Mark Forman
- Mike French
- Stephen Galvan
- Ventriss Gibson
- Gregory Giddens
- John Gilligan
- Richard Ginman
- Daniel Ginsberg
- Vincette Goerl
- Claire Grady
- W. Todd Grams
- David Grant
- Margaret Graves
- Chuck Grimes
- Robert Hale
- Krysta Harden
- Sallyanne Harper
- Ruby Harvey
- Cynthia Heckmann
- Vance Hitch
- Ira Hobbs
- Jon Holladay
- Ned Holland
- Michael Howell
- Myra Howze Shiplett
- Jody Hudson
- Karlease Kelly
- Steve Kelman
- Patrick Kennedy
- Gwen Keyes Fleming
- Joe Klimavicz
- Roger Kodat
- Joseph Kull
- Peter Levin
- Shoshana Lew
- Gail Lovelace
- David Mader
- Jennifer Main
- Christine Major
- John Marshall
- Rajive Mathur
- Kimberly McCabe
- David McClure
- Luke McCormack
- Diann McCoy
- Beth McGrath
- Edward Meagher
- Kathryn Medina
- Essye Miller
- William “Billy” Milton
- Daniel Mintz
- Jeffrey Neal
- Molly O’Neill
- Howard Osborne
- Krista Paquin
- Gloria Parker
- Bob Perciasepe
- John Phelps
- John Porcari
- Nancy Potok
- Pamela Powers
- David Powner
- Scott Quehl
- Anne Reed
- Christine Rider
- Gale Rossides
- Anne Rung
- Raxon Ryu
- Ronald Sanders
- Tony Scardino
- Pat Schambach
- Lisa Schlosser
- John Sepulveda
- Robert Shea
- Henry Sienkiewicz

Strategic Advisors to Government Executives (SAGE)

- Jonathan Alboum
- Bruce Andrews
- Napoleon Avery
- Beverly Babers
- Frank Baitman
- Roger Baker
- Alan Balutis
- Jeremy Bash
- Donald Bice
- Laurel Blatchford
- Charles F. Bolden, Jr.
- Rafael Borrás
- Robert Brese
- Claire Buchan Parker
- Jeri Buchholz
- Allan Burman
- Robert Burton
- L. Reynolds Cahoon
- Scott Cameron
- Roger Campbell
- Michael Carleton
- Daniel Chenok
- Michell Clark
- Patricia Cogswell
- Miriam Cohen
- Casey Coleman
- Nani Coloretti
- Rebecca Contreras

- Lynn Simpson
- John Sindelar
- Felícita Sola-Carter
- Stan Soloway
- Richard Spires
- Harold “Hal” Steinberg
- Jeff Steinhoff
- Jeff T. H. Pon
- Pasquale “Pat” Tamburrino
- Daniel Tangherlini
- James Taylor
- Peter Tseronis
- Kathleen Turco
- Emma Vadehra
- Alan Wade
- Mark Weatherly
- Margaret Weichert
- Reginald Wells
- David Wennergren
- Danny Werfel
- Frontis Wiggins
- Jerry Williams
- Jim Williams
- Karen Wilson
- Michael Wooten
- Maureen Wylie
- Renee Wynn
- Kevin Youel Page

Statements of Financial Position

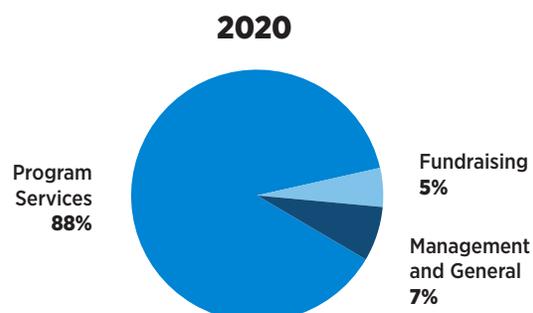
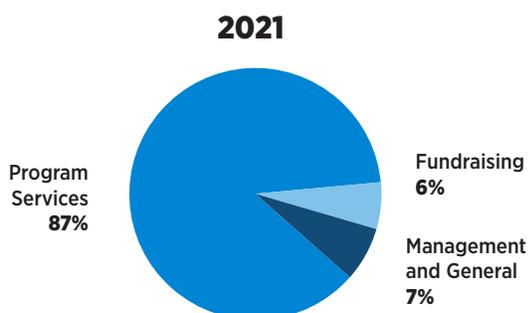
December 31, 2021 and 2020

	2021	2020
ASSETS		
Current Assets:		
Cash and cash equivalents	\$ 7,300,613	\$ 9,454,299
Restricted cash	1,365,791	365,267
Accounts receivable	4,297,322	2,633,814
Pledges receivable - current portion	200,000	2,067,419
Prepaid expenses	296,030	284,350
TOTAL CURRENT ASSETS	\$ 13,459,756	\$ 14,805,149
Pledges Receivable - Non-Current Portion	\$ 350,000	\$ 100,000
NET PROPERTY AND EQUIPMENT	\$ 65,334	\$ 403,911
Other Assets:		
Investments	\$ 16,418,936	\$ 16,321,844
Deposits	214,273	13,842
TOTAL OTHER ASSETS	16,663,209	16,335,686
TOTAL ASSETS	\$ 30,508,299	\$ 31,644,746
LIABILITIES AND NET ASSETS		
Current liabilities:		
Accounts payable and accrued expenses	\$ 449,474	\$ 501,735
Deferred revenue	4,478,912	4,616,816
Deferred rent - current portion	-	299,970
TOTAL CURRENT LIABILITIES	\$ 4,928,386	\$ 5,418,521
Deferred Rent - noncurrent	-	148,379
TOTAL LIABILITIES	\$ 4,928,386	\$ 5,566,900
Net assets without donor restrictions:		
Board designated	\$ 19,240,362	\$ 17,385,110
Undesignated	2,346,019	3,602,006
Net assets with donor restrictions	3,993,532	5,090,730
TOTAL NET ASSETS	\$ 25,579,913	\$ 26,077,846
TOTAL LIABILITIES AND NET ASSETS	\$ 30,508,299	\$ 31,644,746

Statements of Activities

Years Ended December 31, 2021 and 2020

	2021	2020
REVENUE		
Contributions	\$ 4,741,041	\$ 4,785,817
In-kind contributions	293,659	2,805,921
Sponsorship revenue	2,853,578	2,434,817
Grant revenue	2,476,137	7,322,183
Fee for service revenue	10,426,078	8,553,937
Investment income	1,855,252	2,152,359
Other revenue	182,688	72,418
Paycheck Protection Program loan	-	1,570,000
TOTAL SUPPORT AND REVENUE	\$ 22,828,433	\$ 29,697,452
EXPENSES		
Program services:		
Leadership - EIG	\$ 2,657,975	\$ 3,296,530
Leadership - Agency/FFS	2,167,601	1,824,382
Leadership - Open Enrollment	1,855,934	1,632,759
Government Effectiveness	2,314,003	2,702,563
Workforce and Engagement	2,693,650	1,789,473
Federal Executive Networks	236,137	174,047
Presidential Transition	1,645,698	4,639,177
Communications	4,695,459	2,507,438
Government Affairs	2,010,463	1,103,993
Research, Data and Performance Insights	77,734	-
TOTAL PROGRAM SERVICE EXPENSES	\$ 20,354,654	\$ 19,670,362
Supporting services:		
Operations	\$ 1,664,227	\$ 1,606,003
Development	1,307,485	1,052,070
TOTAL SUPPORTING SERVICES EXPENSES	2,971,712	2,658,073
TOTAL EXPENSES	\$ 23,326,366	\$ 22,328,435
CHANGES IN NET ASSETS	\$ (497,933)	\$ 7,369,017



BOARD OF DIRECTORS

As of June 2, 2022

Tom A. Bernstein

Chairman, Partnership for Public Service
President, Chelsea Piers Management, Inc.

Douglas R. Conant

Founder and CEO, ConantLeadership
Former CEO and President,
Campbell Soup Company

Joel L. Fleishman

Professor of Law and Director, Heyman
Center for Ethics, Public Policy, and the
Professions, Duke University

Nora Gardner

Senior Partner, McKinsey & Company

W. Scott Gould

CEO, Mountain Lakes Associates, LLC

David J. Kappos

Partner, Cravath, Swaine & Moore LLP

Lester Lyles

Former Chairman of the Board, USAA
Retired General, United States Air Force
Former Vice Chief of Staff, United States
Air Force

Sharon Marcil

Managing Director and Senior Partner, North
America Chair, Boston Consulting Group

Jennifer Millstone

Indra K. Nooyi

Former Chairman and CEO, PepsiCo

Sean O’Keefe

University Professor and Howard G. and
S. Louise Phanstiel Chair in Strategic
Management and Leadership, Maxwell
School of Citizenship and Public Affairs,
Syracuse University

Dina Powell McCormick

Global Head of Sustainability and Inclusive
Growth, Goldman Sachs

Steven C. Preston

President and CEO, Goodwill Industries
International, Inc.

Kevin Sheekey

Global Head of External Relations,
Bloomberg LP

Max Stier

President and CEO,
Partnership for Public Service

Dan Tangherlini

Managing Director, The Emerson Collective

Toni Townes-Whitley

Digital Leadership, Social Impact, Tech
Innovation

Jim VandeHei

Co-founder and CEO, Axios

George W. Wellde, Jr.

Former Vice Chairman, Securities Division,
Goldman Sachs & Company

Neal S. Wolin

CEO, Brunswick Group



PARTNERSHIP
FOR PUBLIC SERVICE

600 14th Street NW
Suite 600
Washington, DC 20005

ourpublicservice.org
(202) 775-9111

 [partnershipforpublicservice](https://www.facebook.com/partnershipforpublicservice)

 [@PublicService](https://twitter.com/PublicService)

 [rpublicservice](https://www.instagram.com/rpublicservice)