



Encore Fellowships Network

Work Host/Non Profit Role (updated 2.15.10)

Work host sponsors, typically non profit or public agencies, create Encore Fellow opportunities for highly skilled former corporate employees with significant work experience and a desire to contribute to the greater good and to learn through hands-on experience.

Work Host Responsibilities:

- **High-impact work:** A work host identifies work for the fellow that advances the work host's mission and impact and responds to high-priority organizational needs. The Statement of Work clearly defines roles, expectations, and milestones and aligns with the fellow's skills and abilities. A Statement of Work process guides the definition of the work and outcomes. It also allows flexibility to incorporate new opportunities and learning during the course of the Fellowship.
- **Leadership and commitment:** The work host integrates the fellow into the senior leadership team, provides a strong working relationship with its executive director, ensures organizational buy-in, and commits personnel and resources.
- **Fellow selection and support:** The work host participates in the fellow selection process to ensure a good fit and provides support throughout the fellowship.
- **Structure and flexibility:** Together the work host and fellow determine a work schedule that ensures the fellow has time to achieve results for the nonprofit and develop expertise in the social sector. The ideal fellowship is a year-long and part-time, with flexibility to accommodate the needs and circumstances of the fellow and the work host.
- **Financial support:** The work host contributes a significant portion of the Fellows' compensation, reinforcing the value of the Fellows to the work host. For example, non profits in the Silicon Valley Encore Fellow program pay \$12,500 per fellow, half of the fellow's stipend of \$25,000. Corporate sponsorships or foundation support cover the other half.

Work Host Benefits:

Encore fellowships provide a high value-to-cost ratio for work hosts by bringing experienced, affordable talent to accomplish nonprofits' work and improve their effectiveness through sustainable contribution to capacity. Fellows' work generates:

- **High-quality results:** Encore Fellows carry deep and broad skills which can be deployed in many ways with high impact, sustainable results. Their assignment have included: developing brands and messaging; redesigning human resources systems; designing performance management systems; defining strategies for new ventures; developing new partnerships; leading strategic planning exercises; stepping in as interim executive directors; and transitioning directly into key management staff positions during or after the fellowship.
- **Capacity building:** Fellows bring far more than an extra pair of hands. They come with new perspectives, deep experience, and specific talent to boost work hosts' ability to do their work, and do it well. The Fellows' impact goes beyond their specific marketing, human resources, strategic planning, or management expertise. They have become role models for other staff, and work hosts have turned to them as executive coaches and mentors. One director likened the value of having an encore fellow to winning a "golden ticket of maturity, work ethic, and experience" that expanded his organization's accomplishments.
- **Transformative contributions:** Encore fellows have proven to be uniquely suited to contribute to organizations during periods of significant growth and change, assisting in launching new

initiatives, restructuring, strategic planning, internal assessment, leadership transitions, and other kinds of organizational transformation. Beyond specific areas of expertise, their corporate backgrounds and years of experience bring analytical thinking and maturity that strengthen work hosts to reach a new level of performance.