

MAKING AN IMPACT WITH **Encore** Fellowships

“It may not be obvious as you leave a successful career with a great company that your most important work may still be ahead of you.”

– Lyle Hurst, 2009 Encore Fellow

America’s 78 million boomers enjoy a level of health, education and social awareness never dreamed of by their grandparents. Many are ready for a new stage of work – work that offers a renewed sense of purpose and contributes to the greater good.

Imagine the benefit for communities and future generations if this talent and experience could be applied to help solve our nation’s most pressing social problems.

It’s a simple goal but not an easy one to reach. How do people get from the end of midlife careers in business to a new stage of work that benefits society?

Encore Fellowships can be an answer – helping individuals transition into social-purpose work, providing a source of new talent for organizations, and giving corporations and foundations a new way to positively impact their communities.

Encore Fellowships are growing rapidly as new programs are launched across the country. In 2011 nearly 100 fellows collectively built the capacity of local nonprofits, all while learning firsthand how social purpose organizations work. The number of fellows is targeted to more than double in 2012.



PATHWAY TO A NEW STAGE OF WORK

Encore Fellowships are structured programs that place highly-skilled, experienced professionals at the end of their midlife careers into social-purpose organizations, where they help nonprofits build capacity, grow strategically and, ultimately, have a broader impact on their communities. Fellows bring a wealth of skills in marketing, communications, strategy and planning, information technology, operations and performance management, human resources, financial management and engineering – skills that can have a lasting impact on their nonprofit hosts.

“Intel cares a lot about its communities and our talented and skilled retirees, so Encore Fellowships are a win-win for us.”

– Richard Taylor, Vice President, Intel Corporation



HOW THE PROGRAM WORKS

Fellows are carefully matched with their host organizations to ensure a cultural fit and the ability to make a long-term impact. They are screened for commitment, flexibility and willingness to adapt and learn. Nonprofits are vetted for their readiness to use this type of talent.

During the fellowship period (typically six to 12 months, half to full time), fellows commit to 1,000 hours of work, are paid a stipend and are embedded as part of the nonprofit staff. This practice allows them to deliver greater impact than the fellows could as volunteers, board members or short-term consultants.

Each local Encore Fellows program is managed by a local program operator, in partnership with the Encore Fellowships Network. The program operator helps to develop high-impact roles for the fellows, connects with companies and foundations to secure sponsorship, and coordinates the application and matching process among potential work hosts and fellows. Throughout the year, the program operator brings local fellows and nonprofit executives together in group discussions and offers networking opportunities.

Program costs are typically shared by the host organizations and program sponsors. Sponsors may include the fellow's former employer, the program operator, foundations, community groups and other corporations.

GROUNDBREAKING RESULTS

The LFA Group, a San Francisco-based independent evaluation firm, gave the 2009 Silicon Valley Encore Fellows pilot high praise. It stated that the “remarkably successful” program brought top-level talent and significant value to nonprofits, created a bridge for individuals eager to explore encore careers and may help fill a looming leadership shortage in the nonprofit sector.

Each Encore Fellows program carefully evaluates the match before, during, and after the fellowship experience. As the program has grown and expanded geographically, it continues to garner strong results.



- Ninety-five percent of the fellows and nonprofits have been satisfied or very satisfied with the program.
- Over eighty percent of the nonprofits (at the end of the fellowship period) indicate that they expect sustained impact from their fellow's experience.
- The likelihood of a nonprofit work host to hire from the private sector increased from thirty-eight percent before the fellowship to eighty-eight percent after the fellowship.
- Equally important, more than ninety percent of the alumni fellows continue to work in or with the social purpose sector.

“We’re funding the Encore Fellows because it’s opening up a whole new set of leaders to contribute to the environment, to children and to our communities.”

– Carol Larson, CEO, The David and Lucile Packard Foundation

SPONSORING ENCORE FELLOWSHIPS

The Encore Fellowships Network programs are supported by a range of corporate, foundation and individual supporters and the participating nonprofits.

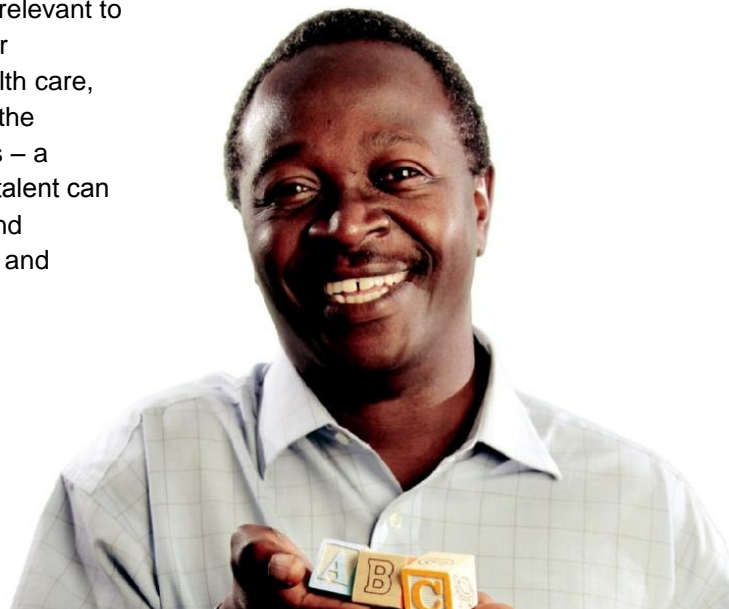
Corporations sponsor Encore Fellows for a variety of reasons:

- **Employee engagement**
As an attractive transitional option for employees nearing the end of their midlife careers, fellowships fit well with other work force management programs, such as early retirement, transition to retirement, corporate volunteerism and alumni relations. In addition, fellowships may also be a useful restructuring and severance benefit.
- **Community engagement**
Encore Fellowships offer a unique opportunity for corporations to provide direct, high-level assistance to nonprofits and public agencies in their communities by placing one of their most valuable assets – talent – directly into their communities.
- **Market engagement**
By targeting areas most relevant to customers’ concerns - for example, education, health care, economic development, the environment and the arts – a corporation’s offering of talent can contribute directly to brand goodwill, public relations and customer engagement.

Foundations have commonly sponsored Encore Fellows to support targeted, high quality capacity building in a specific grantee organization or issue area. Fellows can boost nonprofit effectiveness in critical gap areas such as performance management, leadership or management effectiveness, human resources systems and policies, strategy development and implementation, and scaling initiatives. Foundations may also sponsor the development and operations of Encore Fellows programs.

The value-to-cost ratio of a sponsored fellow can easily exceed a cash contribution by a factor of four or more, as evidenced by the program’s results.

The Encore Fellowships Network and its programs have received strategic expansion support from The David and Lucile Packard Foundation, Intel Corporation, California HealthCare Foundation, Virginia G. Piper Charitable Trust, HP, Goldman Sachs Urban Investment Group, and the Robin Hood Foundation.



THE ENCORE FELLOWSHIPS NETWORK

The Encore Fellowships Network was created to make it as easy as possible for organizations to start, sponsor, and operate effective Encore Fellowships programs of their own. The network provides a wealth of online information, tools and communities that make the design, launch and operation of an Encore Fellows program as simple and efficient as possible. The network of affiliate programs is now expanding.

For a current list of programs or to find out more about starting a local program, visit www.encore.org/fellowships.

CIVIC VENTURES

Civic Ventures is a nonprofit think tank on boomers, work and social purpose. Through vehicles such as Encore Fellowships, Civic Ventures aims to help millions of boomers find encore careers combining personal meaning, continued income and social impact. The goal: to produce a windfall of talent to help solve society's greatest problems.

Civic Ventures operates the Silicon Valley and New York metro area Encore Fellows programs and created and manages the Encore Fellowships Network. For more information, visit www.encore.org.

MAKING
AN IMPACT **The**
Encore Fellowships
Network™ POWERED BY
CIVIC VENTURES®

“The Encore Fellows Program helps us build capacity by tapping into a new source of talent – experienced business people.”

– Mary Simon, Executive Director,
Resource Area for Teaching

