



Silicon Valley Encore Fellows Pilot Model Design

The Silicon Valley Encore Fellows Pilot model was shaped through extensive interviews across the corporate and nonprofit sectors and an in-depth examination of two dozen fellowship and related programs. Its design blends together best practices from others and early experience in Silicon Valley:

- **Encore Fellows** are former corporate employees who want to apply their management, marketing, human resources, strategic, business, or other professional skills to encore careers in the social sector. They have recently “retired” (within two to three years) or are soon to be “retired” (within six months). They bring both commitment and humility to the task of retooling their skills from the corporate sector for work in the nonprofit sector.
- **Nonprofit Sponsors** are innovators in the education and environmental fields. They engage encore fellows in high priority roles that increase their organizational capacity and develop the fellows’ knowledge of the nonprofit sector. Sponsors provide fellows with guidance and support, while gaining from their skills and expertise. They commit high level leadership, thoroughly assimilate the fellow into their organization, and assign personnel and key resources to support the fellow’s work.
- **Corporate Partners** expand their portfolios of philanthropic, community responsibility, marketing, and human resources activities by supporting encore fellowships for former employees. They recruit encore fellow candidates through their retiree and employee channels, contribute half of the fellows’ \$25,000 compensation, participate in branding opportunities, and leverage talent in new ways to advance causes and nonprofits they support.
- **High Impact Work** is the keystone of the encore fellowship. The role and work must be clearly-defined and result in lasting value. The nonprofit identifies high priority needs and works with the encore fellow to refine the scope of work; identify milestones and outcomes; develop a work plan and timeline; and track progress.
- **Fellow Recruitment, Nomination, and Matching** is a rigorous process involving corporate partners, Civic Ventures, and nonprofit sponsors. Corporate partners identify qualified candidates through their retiree and employee pipelines. Civic Ventures reviews their skills, interest, and readiness for an encore career, and potential alignment with nonprofit needs. Finally, the nonprofits, along with Civic Ventures, determine candidates who fit organizational needs and culture.
- **Duration and Flexibility** are balanced to ensure complete integration of the fellow into the nonprofit and ample time to achieve results. The encore fellowship lasts the equivalent of one year half-time, with fellows and nonprofits deciding on a schedule that suits both of their needs and interests.
- **Compensation** reinforces the value of the work to the fellows and to the sponsors, with fellows receiving \$25,000 for the equivalent of half-time work over one year.
- **Fellow Learning** combines on-the-job experience with monthly peer meetings, information from Civic Ventures, and access to other expertise and resources. Development activities are linked to the fellowship stage – first focusing on cultural differences and acclimatization; then deepening knowledge and understanding of the nonprofit sector; and finally providing resources for moving into an encore career.
- **Transition to an Encore Career** is supported by Civic Ventures in conjunction with local and national organizations that provide resources, individual coaching, and job search information.