



Silicon Valley Encore Fellowships Nonprofit Sponsors

Encore fellowships bring the talent nonprofits need to help drive their missions and increase their social impact. With support and commitment from nonprofits, fellows' work contributes significantly to organizational capacity and lays foundations to amplify future performance.

Nonprofit Role – Nonprofit sponsors create encore career pathways for highly skilled former corporate employees by providing:

- **High-impact work** – A nonprofit host identifies work for the fellow that advances the nonprofit's mission and impact; responds to high-priority needs; clearly defines roles and expectations; aligns with the fellow's skills and abilities; and includes milestones.
- **Leadership and commitment** – The nonprofit provides high-level leadership, orientation, supervision, organizational buy-in, personnel, and resources.
- **Fellow selection and support** – The nonprofit participates in the fellow selection process to ensure a good fit, and it assigns a senior-level staff member to guide the fellow.
- **Structure and flexibility** – The nonprofit works with the fellow to determine a work schedule that amounts to the equivalent of six months full time during a time span of up to one year. (A yearlong assignment is recommended to ensure the fellow has time to achieve results for the nonprofit and to develop expertise in the social sector.)
- **Financial support** – The nonprofit pays \$12,500 per fellow, half of the fellow's compensation of \$25,000.

Nonprofit Benefits – Encore fellowships provide a high value-to-cost ratio for nonprofits by bringing experienced, affordable talent to accomplish nonprofits' work and improve their effectiveness. Fellows' work generates:

- **High-quality results** – Encore fellows' skills have assisted nonprofits in many ways – developing their brands and messaging; redesigning human resources systems; designing performance management systems; defining strategies for new ventures; developing partnerships; leading strategic planning exercises; and even stepping in as interim executive director.
- **Capacity building** – Fellows bring more than an extra pair of hands. They come with new perspective and talent to boost nonprofits' ability to do their work, and do it well. Fellows' impact goes beyond their specific marketing, human resources, strategic, or management expertise. The fellows become role models for other staff, and nonprofit directors turn 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 has expanded his organization's accomplishments.
- **Transformative contributions** – Encore fellows are uniquely suited to contribute to organizations during periods of growth, as fellows can assist with launching new initiatives, restructuring, strategic planning, internal assessment, and other kinds of organizational change. Beyond specific areas of expertise, their corporate backgrounds bring analytical thinking that can strengthen nonprofits.