

MAKING AN IMPACT WITH **Encore** Fellowships

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.



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, information technology, strategy and planning, operations and performance management, human resources, financial management and engineering – skills that can have a lasting impact on their nonprofit hosts.

“You can try to make an impact through giving cash or product, but giving talent and skill to a nonprofit is something they can’t get anywhere else.”

– Yvonne Hunt, Legacy Venture



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 corporations and foundations to secure sponsorship; and coordinates the application and matching process of work hosts with potential fellows. Throughout the year, the program operator brings local fellows and nonprofit executives together to share their experiences in group discussions and other 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.

“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



GROUNDBREAKING RESULTS

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

- All of the fellows and nonprofit executives who responded to an LFA survey said they were either satisfied or very satisfied with the program, with almost 90 percent very satisfied.
- Most nonprofit executives estimated the work of their Encore Fellows to be worth full-time salaries of \$100,000 or more.
- Nine (of 10) fellows were offered jobs at the organizations where they spent their fellowships, and eight took permanent or temporary positions at their sponsoring organizations or other nonprofits – indicating a sustained interest in serving the social good.

Preliminary survey results of the 2010 Silicon Valley Encore Fellows program show continued strong results, with projections to be on par with or even outperforming the 2009 pilot.

In 2011, Civic Ventures will launch a pilot in the New York metro area and continue to operate the Silicon Valley program.

SPONSORING ENCORE FELLOWSHIPS

Encore Fellows programs give corporations, foundations and other sponsors the chance to strengthen social-purpose organizations in their communities in a new and innovative way: by providing the talent of an Encore Fellow.

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 may fit well with other work force management programs, such as early retirement, recruitment and corporate volunteerism.
- **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, the environment and the arts – a corporation’s offering of talent can contribute directly to brand good will, public relations and customer engagement.

BENEFITS TO SPONSORS

Encore Fellowships offer foundations a unique opportunity to contribute directly to the capacity and effectiveness of their grantee organizations in areas such as performance management, leadership effectiveness, human resources systems and policies, and strategy development.

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 bottom line: By sponsoring an Encore Fellow, a company or foundation helps enable an individual’s transition into social-purpose work, helps the host organization achieve its mission and strengthens the communities where they all live.

“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 Fellow



THE ENCORE FELLOWSHIPS NETWORK

Civic Ventures created the Encore Fellowships Network 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 Fellowships program as simple and efficient as possible. In 2011, additional Encore Fellows programs will be launched by independent organizations across the country. Civic Ventures will launch a pilot in the New York metro area and continue to operate the Silicon Valley program.

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. For more information, visit www.encore.org.

A PARTNER PROGRAM OF **The**
Encore Fellowships
Network[™] POWERED BY CIVIC VENTURES[®]

● ENCORE
; CAREERS



For more information regarding the Fellows Program in the Portland, OR Metro Area (inc. SW Washington) visit www.svpportland.org/about/fellows/ or contact:

Paul Speer, Fellow's Program Director
Email: paul@svpportland.org

Mark Holloway, Executive Director
Email: mark@svpportland.org

Social Venture Partners Portland
221 NW Second Avenue, Suite 210E
Portland, OR 97209

Office: 503-222-0114 Fax: 971-230-1274



Be a Bigger Difference