

Innovations in Encore:

The Essential Resource
for Encore Program Leaders



ENCORE.org

Innovations in Encore is an essential resource for people who are interested in harnessing the energy, experience and talent of millions of people in the “encore” stage of life – an emerging stage between midlife and old age that offers enormous promise, for individuals and society alike.

Whether you are brand-new to the encore idea or you’ve been working within this rapidly growing field for years – there’s something here for you. In three parts, this primer will answer your questions about:

1. **The encore movement.** How the encore idea – and the movement – grew and developed in its first decade.
2. **Getting started.** Principles and practical tips that experienced leaders have used to launch new programs.
3. **Encore innovations.** A sense of the landscape, including examples of successful, on-the-ground encore programs and approaches that are currently in place across the United States.

How you use this resource is up to you. If you’re a new leader, or if you love context, we recommend starting with the first section, and then reading through the other sections in any order that works for your learning style. If you’ve been around a while, and you already know about the encore movement, you can dive right in to the program profiles to learn a little bit more about new programs and innovations that are emerging around the country.

Learn about encore programs that showcase what’s happening in different communities and institutions nationwide (page 9).

National networks and replicable programs

- Coming of Age
- Encore Fellowships Network
- The Transition Network
- Transforming Life After 50 (Public Libraries)

Geographically-focused hubs

- Encore Boston Network
- Encore Tampa Bay
- Executive Service Corps of New England: Discovering What’s Next Program
- Experience Matters
- SHIFT
- Vital Aging Network
- Michigan Encore Innovation Project

Higher education pathways

- Encore!Hartford
- Pace University’s Encore Transition Program
- University of Washington Encore Initiative

Community and national service models

- AARP Experience Corps
- Aspiranet Encore Initiatives
- Boomers Leading Change in Health
- CivicsPark Encore Fellows
- Community Experience Partnership
- ReServe® Social Impact Initiatives

If you’d like to add a brief profile to this resource guide (about 300 words), please send us a note at info@encore.org. Encore.org is particularly interested in learning about **private-sector initiatives** that use encore talent for the benefit of the social sector, or that help **encore-stage workers in the private sector transition** to what’s next.

PART 1. OVERVIEW

ENCORE: A NEW STAGE OF LIFE AND WORK. In the 19th century, people worked until life was over. The 20th century introduced the idea of ‘retirement’ – a second-childhood season of leisure and, not coincidentally, marginalization from society’s mainstream. In the 21st century, Encore.org challenges these old models, and offers something new: A new stage of life, where meaningful work – giving back for the greater good – provides a vehicle to share skills, experience and knowledge, and a powerful means to address some of society’s greatest concerns.

Marc Freedman, a leading thinker, speaker and writer about encore careers, encore as a new life stage, and the big trends driving all of us to think about life and work in new ways, is the founder and CEO of Encore.org.

Freedman first defined the “encore” stage of life as an emerging social trend in his 2007 book *Encore: Finding Work That Matters in the Second Half of Life*. The ideas that underpin the encore movement were further developed in Freedman’s 2011 book *The Big Shift: Navigating the New Stage Beyond Midlife* and in 2013 with Encore Vice President Marci Alboher’s *The Encore Career Handbook: How to Make a Living and a Difference in the Second Half of Life*.

DRAWING A NEW MAP OF LIFE. Why create and promote an “encore” stage of life? For generations, the life course has been considered fairly predictable, with stages that are marked by big milestones: graduating from high school, reaching legal adulthood, moving away from home for college or work, entering a career, becoming a parent, retiring from work and – toward the end of life – returning to being cared for rather than caring for others. Today, given demographic shifts, gains in health and vitality, and economic pressures, people crossing into their midlife years (much like many people in their early 20s) find themselves in a transitional stage that is missing the familiar milestones and supports.

Over the last decade, millions of people in the United States have moved into a new stage of life that their parents might have called “retirement,” but that is now being redefined by one of our country’s largest, best-educated, healthiest generations. While they may be the first to experience this transition, given their age and the sheer size of the baby-boom generation, they won’t be the last. As a country, we face a profound choice and tremendous opportunity: How we support literally millions of people moving through a new life stage will shape how future generations live, work and approach their own aging process.

WATCH, LISTEN AND READ

To hear Marc Freedman talk about the encore idea and related trends, take a look at these short videos discussing [encore careers](#) and the [encore movement](#).

Many others have written about the encore idea from different perspectives, including:

- Emmy Award-winning journalist [Jane Pauley](#)
- AARP jobs expert and Forbes.com financial columnist [Kerry Hannon](#)
- Next Avenue blogger [Rich Eisenberg](#)
- Financial columnist and commentator [Chris Farrell](#)
- Encore.org VP (and former *New York Times* columnist) [Marci Alboher](#)
- The *Wall Street Journal*’s regular, encore-themed “The Experts” [column](#)
- Milken Institute president, Paul Irving, in his 2014 book, “[The Upside of Aging](#).”
- Award-winning journalist and leadership educator Mark Walton, in his 2012 book, “[Boundless Potential](#).”
- *New York Times* columnist [Nicholas Kristof](#), in his 2014 book, “A Path Appears.”
- *New York Times* columnist & social entrepreneurship expert [David Bornstein](#) in his “Fixes” column and multiple books.

Demographic, economic and social trends mean that people in their 50s, 60s and 70s are working longer, with dual goals: continued income and meaningful personal contribution. At the same time, they may be navigating the demands of caregiving for older (or younger) generations. People in their 30s and 40s, looking ahead to a life stage that may not involve traditional retirement, may consider strategies like going back to school or shifting careers in order to plan for extending work five or ten years beyond the conventional “retirement age” of 62 or 65. Similar demographic and economic trends are emerging in other countries, sparking interest in the encore idea in Australia, Germany, Korea and the United Kingdom.

A WIN-WIN FOR INDIVIDUALS AND FOR SOCIETY. The greying of America is an opening to be seized, not the burdensome problem that’s often portrayed in pop culture and the media. Given the enormous population of people in and beyond midlife who both want to make a difference and offer unprecedented human resources, we have the opportunity to harness that human capital to help solve our society’s most pressing concerns. This reorientation toward impact builds on the natural urge to give back experienced by many in later life: People want to use their time, talent and experience to leave the world better for future generations.

At the same time, in the wake of major economic shifts and ongoing demographic changes, society is challenged to meet real and rising demands with fewer resources. If we as a society can connect experienced people who both need and want to work with organizations and programs that need human talent, everyone wins. As Marc Freedman has said, “Our real dream is to produce, together, a windfall of talent to help solve society’s greatest challenges, from education to the environment, health care to homelessness. Thanks to the experience dividend now being realized around the world, many of us have the time and energy to live a legacy, instead of just leaving one.”

WATCH, LISTEN AND READ

Hear [Laura Carstensen](#), founding director of Stanford University’s Center on Longevity, talk about some of these trends – as described in her book *A Long Bright Future*.

For [another perspective](#), see “Why This Millennial is Hanging Out with a Bunch of Boomers.”

Interest in social-impact encores is robust and persistent, according to [Encore.org’s 2014 Encore Career Survey](#). More than 4.5 million Americans age 50 to 70 are working in encore roles today, and another 21 million are preparing for their own encores. They are representative of more than half of all Americans (55 percent) who agree that putting their skills and expertise to use to help others is an important part of how they view midlife and beyond. It’s clear the demographic and economic ground is shifting in the encore direction.

While millions of people are living encore now, tens of millions more share the impulse toward social impact and meaningful contribution in later life. But to fully realize this win-win, we must change outmoded cultural assumptions about aging and create new ways for individuals and society to mobilize and engage people with encore aspirations. Society needs innovative thinking and action to effectively tap encore talent to solve its problems. Encore leaders are the front-line pioneers of the fledgling encore movement.

A DIVERSE AND GROWING NETWORK OF INNOVATORS. Moving beyond convention to advance new ideas is daunting (and rewarding) work. Shifting society from the idea of encore as an emerging social trend to a social norm – where encores become the default options for healthy and productive later life – requires new ways of thinking and acting. To do this, encore leaders are working to:

- **Elevate the encore idea**, so that “What’s your encore?” is a conversation that occurs around every water cooler and dinner table in America.
- **Enable transitions** for the millions of people who are moving in a general “encore” direction, to help them achieve their personal aspirations for their own encores and give back to their communities.
- **Empower and equip others** to create and implement new encore ideas, models and actions to harness encore talent for social impact.

Creative, entrepreneurial leaders across the country are developing new program models to achieve these goals. These innovators are leading the way, identifying and preparing experienced people for new social-sector roles, using encore talent to deliver services in high-need fields like education and health care, or creating different pathways to connect interested people with purposeful, meaningful work. These innovative programs and leaders are joined by millions of individuals who are in encore careers, seeking encores or interested in encore roles in the future.

ABOUT THE ENCORE NETWORK

The Encore Network has close to 40 member organizations that operate innovative programs in two dozen states to engage encore seekers, match encore seekers with encore opportunities, build nonprofit capacity to engage encore talent and develop dynamic, inventive community-based models. The Encore Network provides its members increased visibility, a learning community, resource sharing and collective action. [Learn more.](#)

PART 2. GETTING STARTED

For encore leaders who want to begin a new encore effort, this section offers a few approaches to consider as you're starting out. It's based in part on the experiences of about a dozen 2013-2014 Encore Innovation Fellows, a cohort of leaders who took on year-long assignments to advance the encore idea.

TEN TIPS FOR SUCCESSFUL ENCORE EFFORTS

1. **Do your research.** First, find out whether there are other encore leaders near you. Check out the list of Encore Network [members](#) and the profiles in Part 3, including national programs you might want to invite to expand into your community.

You may not need to reinvent the wheel. Find out what already exists: Where are efforts housed, and who is leading them? Can what you envision complement, extend or replicate an existing effort?

2. **See it in action.** There's no substitute for seeing something with your own eyes. Once you've done some reading, look for opportunities to experience how others may be implementing encore ideas and programs. Can you visit an encore effort or meet with an encore leader in person, on video or via Skype, or set up a phone conversation or Google hangout? Can you join a workshop or event, within driving distance?

Think a little bigger, too: Maybe there's someone to visit or a program to explore near friends, your children or your vacation destination. Networking is vital when beginning a new encore effort. Contact local leaders to talk about your ideas; that outreach is critical whether you decide to join forces or to launch a complementary effort.

3. **Engage a group of like-minded colleagues** who love to be in on the ground floor of something new – and are also willing to roll up their sleeves to get things done. Who else in your community is interested in the encore idea? Who could benefit? Consider your professional and personal networks as well as organizations, public agencies, businesses and individuals who have an interest in new systems and structures that recognize the benefits of the encore stage of life. Start small and build momentum: Pull a few people together to talk about your vision and potential next steps. A core leadership team provides energy, ideas and connections.
4. **Expand your reach.** Once you've established a core group, think broader, wider and more diverse. Who isn't in the room? This could take you in many different directions – for example, reaching out to public officials and businesses that are newer to your community; contacting people returning to the workforce, and getting to know community and faith-based groups, education institutions and social service agencies. A good image is concentric circles, getting wider and wider as you grow your encore effort. Seek people with different skills – like communications, finance, event-planning, organization development and collaboration-building.
5. **Find a physical home.** Whether it's someone's living room, a co-working space or a community meeting room, your group needs an accessible place to gather. It's also important to find a place where your encore effort can belong and begin to craft an identity. If you are going to raise money to support and sustain your encore effort, an organizational home or some other formal structure is vital.

BUILDING AN ENCORE COMMUNITY – LESSONS FROM MARICOPA COUNTY, ARIZONA

For an on-the-ground example of a thriving encore ecosystem, there's no better place to start than Arizona's Maricopa County. For nearly 15 years, the county – which includes Phoenix and over two dozen surrounding municipalities – has been developing programs and initiatives that engage experienced adults in social purpose work; educating nonprofits about ways to incorporate encore talent into their work; and encouraging collaborations between government, higher education, nonprofits, funders and community members. Learn more in this [new case study](#).

6. **Craft a clear and cogent message to tell your particular encore story.** How will you describe what you are doing and why you do it? How will you incorporate your research, your personal story, how your effort is different from or complementary to existing programs, and what you know about community needs?

As you move from encore vision to a real, living project, you're going to talk to lots of people. A short "elevator speech" and a one-page handout can take you a long way in the early days. It's also smart to cultivate relationships with local journalists, especially those in their 40s, 50s and older. Members of the media who are nearing the encore stage themselves are often interested in the encore idea because it resonates with things they are experiencing in their own lives.

7. **Seek support.** Get comfortable asking for specific kinds of help; it gets easier with practice! Depending on the size and scope of your effort, you may need to raise money, find space, ask for in-kind donations or consult experts in fields like marketing or web design. Celebrate when people say "yes" – which they often will – and use "no, thanks" responses as good opportunities to ask where else you might find what you need. It makes sense to seek out people in their own encores who offer a wealth of talents and have a strong personal interest in this work.
8. **Get social.** Social media can be intimidating if you're a novice, but its power as a tool for communication and promotion is enormous – and growing. If you are comfortable on Twitter, LinkedIn, or Facebook, you can build a virtual community of supporters and advisors. If you're new to social media, you can get acclimated on Encore.org's social media channels; follow @encorecareers on Twitter or join the [encore group](#) on LinkedIn. Meetup.com can also be used to promote local events.
9. **Create a roadmap.** Even though it may change, make a plan that includes key steps to develop your concept, then share it with others and decide on your approach. Check out this [Community Experience Partnership roadmap](#) for how to develop a plan to engage encore talent in community change strategies
10. **Live with questions.** The encore idea is still young – not yet a decade old. Recognize that you are a leader in a new field. What you do now helps to build new knowledge, new networks and new ways forward. That means living with a certain level of uncertainty, which is also a kind of freedom. But you're not alone. Ask lots of questions, be curious and know that the answer to "what comes next?" might not always be clear. Sometimes there will be a good road map; sometimes you'll "launch and learn." That's how any movement grows.

TELLING YOUR STORY, FROM PLAN TO PITCH

Encore leaders need to be able to share their story in a range of settings. Whether you're a natural public speaker or someone less familiar with the spotlight, invest some time in crafting your message.

Start with the *Encore Toolkit for Community Programming – A Step-by-Step Guide to Organizing an Encore Panel*. This [resource](#) is intended to be used in conjunction with the *Encore Career Handbook* to introduce the encore idea to community members.

Take a look at these [free resources](#) from storytelling expert Andy Goodman, who's worked closely with many leaders in the encore community. You can also take a look at these [short videos](#), in which several encore leaders tell their own stories.

The Vital Aging Network in Minnesota has published some ["Words of Wisdom"](#) for planning efforts in their Vital Communities Tool Kit. You may find their suggestions about specific tools and approaches helpful.

PART 3. ENCORE INNOVATIONS AND PROGRAM PROFILES

Making the best use of encore talent to help solve our communities' most pressing social problems demands creativity, change and innovation. As John Gardner noted half a century ago, "breathtaking opportunities [are] disguised as insoluble problems" – but seeing beyond the surface to the potential gains requires effort.

The good news is that many encore leaders are already tackling these challenges and more. Across the United States and around the world, organizations and programs have emerged to:

- Identify and prepare encore talent for new roles,
- Create pathways connecting available talent to community needs and
- Deliver social impact, using paid and pro bono encore talent.

Profiles of Programs and Practices

This section provides information about what others are doing around the country to help support encore seekers, match encore talent with community needs, create pathways to new roles and advance the encore movement. We've profiled established and emerging efforts **that identify and prepare encore talent** for new roles, **focus on delivering social impact** and **create pathways** that connect encore talent to community needs.

These efforts take a variety of forms, including:

- **National networks and replicable models** with tested programs and structures
- **Geographic hubs** that serve a specific city, county or region
- **Higher education pathways**, including programs at two- and four-year institutions
- **National service models** that combine hands-on experience with training, education and the opportunity for high-impact contributions in areas like education or health care

WHAT IS AN "ENCORE" OR AN "ENCORE CAREER"?

An "encore" or "encore career" is continued work in the second half of life that combines social impact, purpose and often, continued income. While many people see their encore work as a "career," others associate the career language with the "achieving" stage of life. For that reason, we talk about an encore role, work or activity – or simply "an encore." Use whichever language feels most comfortable to you.

INNOVATIONS IN ENCORE

National networks and replicable models

National networks reach across multiple geographic locations, either with replicable programs that anyone can apply to implement or with readily available and portable resources. National networks generally have guidelines and standards as well as a defined set of costs for starting and sustaining a local effort. Examples of national networks with replicable program models include the Encore Fellowships Network, The Transition Network and Coming of Age. Examples of replicable models include Transforming Life After 50 (TLA50, library-based) and Project Renewment (book-group or discussion-based).

Geographically-focused programs and hubs

These hubs function in one specific geographic area for the benefit of that community. They are often supported by a community foundation, other local or regional funding, fees for specific services (such as tickets for an event or workshop), and individual or corporate donations. Some hubs are local affiliates of national program networks like those mentioned above. Examples include Experience Matters (AZ), Encore Boston Network, Encore Tampa Bay, Michigan Encore Project, and the Vital Aging Network (MN).

In addition to these broad efforts, some narrowly focused programs are designed to meet specific local needs. Examples include SHIFT (meaningful work for people 45+ in the Twin Cities, MN), Life by Design Northwest (programs for encore-seekers in Portland, OR) and Next Chapter Kansas City (programs for encore-seekers in Kansas City, KS).

Higher-education pathways

Higher-ed efforts reside within two- and four-year institutions. They include certificate programs (to prepare people for specific roles in high-growth fields), transition programs (to help people explore new career paths or apply prior experience to a new job), leadership development programs and alumni-focused workshops. Examples include Encore!Hartford (CT), Portland Community College's gerontology program (OR) and Pace University's Encore Transition Program (NY). Learn more about EncoreU's work in higher education [here](#).

National service and community impact models

These opportunities are full- or part-time, modestly compensated (stipended) year-long roles that allow people to work directly with a high-need population. Many are supported by a federal agency called the Corporation for National and Community Service and implemented by local organizations. Some are national, others local or regional. Examples include AARP Experience Corps (focus on elementary school tutoring), Boomers Leading Change in Health (access to health care and health information), and ReServe (social-impact initiatives in education and health).



COMING OF AGE

Created in Philadelphia in 2002, Coming of Age is a national initiative that helps people aged 50+ to explore their futures, promotes connection and contribution among people 50 and older, and builds stronger non-profits and communities.

Originally developed through a partnership among The Intergenerational Center at Temple University, WHYY Wider Horizons, AARP Pennsylvania and United Way of Southeastern Pennsylvania, the initiative has expanded over the years to locations throughout the country. Coming of Age currently has initiatives in Philadelphia and Central PA; the San Francisco Bay Area; Kansas City, KS; New York City, Austin, TX; North Texas (Collin, Dallas, Denton and Tarrant counties); Tampa Bay, FL; and Ann Arundel, MD. Partnerships also exist in Cleveland, OH; Fort Lauderdale, FL; Princeton, NJ; Phoenix, AZ; and Rochester, NY. Coming of Age is primarily funded through a combination of grants, licensed trainings and products, and earned income from various activities.

At the end of 2014, the national headquarters of Coming of Age will be relocated to New York City under the auspice of Presbyterian Senior Services (PSS), which founded Coming of Age NYC. PSS's Executive Director, Rimas Jasin, will serve as the new national director for Coming of Age.

Watch Dick Goldberg, former Coming of Age national director, talk about the organization's "value proposition."

Major activities include:

- Free on-line resources like Radio Stories
- Capture the Energy Learning Lab, a two-day workshop plus a train-the-trainer offering for organizations interested in engaging the talents of people 50+
- Explore Your Future, a four-session workshop curriculum and train-the-trainer materials to help 50+ individuals identify their values and options for a new stage of life
- Customizable website format, on-line marketing tools and programs for communities that choose to affiliate with Coming of Age

Read more about Coming of Age's national initiatives here.

SPECIAL FEATURES:

- Coming of Age has grown over the last 10 years through an affiliate model. Affiliation with the national organization offers consistent national branding and proven program modules that can be adapted for each local area. **See examples** in the San Francisco Bay Area, where the local partner is Northern California Presbyterian Homes & Services; and Kansas City, where the local partner is Shepherd's Center Central.
- The organization's association with The Intergenerational Center at Temple University in Philadelphia has allowed Coming of Age to pilot, test and package both in-person and on-line offerings in ways that make their use easy for other communities. Free resources on the website include an e-book and radio stories, both available here.
- Coming of Age offers specialized training for traditional senior centers and RSVP programs that want to more effectively engage those born in the baby boom.

GET IN TOUCH: Contact info@comingofage.org.

ENCORE FELLOWSHIPS NETWORK



Designed and piloted as an Encore.org program in 2009, the Encore Fellowships Network matches skilled, experienced professionals from the private sector in limited-term, paid assignments with nonprofit-sector organizations. Encore Fellowships provide a source of new, high-impact talent for organizations, help individuals transition into social-purpose work and give corporations and foundations a new way to invest in their communities.

Following a successful pilot year involving ten Fellows in the Silicon Valley, the program has expanded dramatically. In 2014 alone, more than 270 Encore Fellows in 35 metropolitan areas across the United States are working at nonprofits and public agencies, building the organizations' capacity to deliver on their missions. The expansion has been made possible, in part, by several partnerships with national nonprofit organizations as well as with the support of major corporations. [Read more](#) about how the program works.

Original funding for the Encore Fellowships design and pilot program came from The David and Lucile Packard Foundation and from HP. Funding for individual fellowships and for a centralized national program hub now comes from a diverse array of sources – including corporate sponsors, foundations and the nonprofit organizations that host an Encore Fellows program. Community-based programs, now in eight states, are operated and sustained by local independent organizations following a common program model and online platform.

Watch a [video](#) about the pilot year here, featuring several Encore Fellows and program operators.

SPECIAL FEATURES:

- An independent evaluation of the program's pilot year showed high levels of satisfaction among program participants and significant impact on the participating organizations. Read the report [here](#).
- In 2011, the Encore Fellowships Network launched a major partnership with Intel. Intel now offers all of its retirement-eligible employees in the United States the opportunity to apply for a paid, part-time, year-long fellowship. Intel is the first U.S. company to offer this option. [Read more](#).
- A 2012 [case study](#) describes the Encore Fellowships Network's expansion strategy.
- The program was featured as a "What Works" [case study](#) in the Winter 2013 issue of the *Stanford Social Innovation Review* and selected as a finalist for the 2013 Eisner Prize for Intergenerational Excellence.

GET IN TOUCH: Contact a program in a specific region through this [directory](#) or get in touch with the Encore.org national office via this [form](#).

THE TRANSITION NETWORK



Launched in 2000 in New York City, The Transition Network (TTN) is a national nonprofit organization with 11 chapters in nine states and the District of Columbia. The organization creates inclusive communities for women 50+ in personal or professional transitions who are seeking new connections, resources, and opportunities to grow and contribute.

The Transition Network's signature programs include:

- Small peer groups supporting personal and professional transitions, driven by the desire to build connections and community;
- Educational programs and workshops to support continued growth and learning;
- Building partnerships to expand post-50 personal development opportunities; and
- A national conference.

A founding member of the organization, Gail Rentsch, published the book *Smart Women Don't Retire – They Break Free*, based on interviews with 200 women aged 50+.

The organization is funded through member dues, individual donations, program fees, and corporate sponsorships.

Read more about The Transition Network on their [website](#).

Listen to a 2013 Bloomberg Radio [interview](#) with The Transition Network's Executive Director, Susan Collins.

Watch Betsy Werley, former Executive Director for The Transition Network and current Encore.org program director, [talk](#) about the millions of women over 50 who are exploring "what's next."

SPECIAL FEATURES:

- The organization has a well-articulated, detailed and very practical model for starting a new chapter over a period of one year. Download the guide [here](#).
- Women who live outside the geographic areas served by Transition Network chapters can participate in monthly facilitated phone calls and other virtual activities as well as connect online with other members.
- The organization has pioneered a [program](#) called Caring Collaborative, which offers friendly and neighborly assistance to preserve and promote healthy independence.
- The Transition Network offers resources on a wide range of issues, driven by the interests of the network's members. See [example](#).

GET IN TOUCH: Contact a [staff member](#) for more information.

TRANSFORMING LIFE AFTER 50



Transforming Life After 50 (TLA50), launched by the California State Library in 2007, helps public libraries better serve and engage midlife adults by positioning libraries as cornerstone institutions for productive aging. It has become a national model of innovation, not just for libraries, but for all kinds of community organizations that serve and engage adults ages 50+.

In 2010 and 2011, the program expanded to three western states beyond California, with the support of the U.S. Institute of Museum and Library Services, the Laura Bush 21st Century Librarian Program and participating state libraries. The vehicle for expansion was a year-long professional development fellowship; curriculum materials are available on the TLA50 [website](#).

The **fellowship curriculum** can be used in a self-paced fashion, in whole (as outlined) or “a la carte.” Engaging organizational teams (or, in the case of a new encore effort, small groups of interested leaders) provides the strongest benefit, say the curriculum’s designers. View [podcasts and presentations](#) from a fellowship training institute, and from six online courses that cover the following topics:

- [Strategic facilitation](#)
- [Community assessment](#)
- [Partnerships and collaborations](#)
- [Volunteer engagement](#)
- [Evaluating results](#)
- [Programming and social media](#)

SPECIAL FEATURES:

- The website offers many free resources, including five [one-hour webinars](#) produced with VolunteerMatch for TLA50’s Get Involved initiative.
- A searchable database of books, journal articles, multimedia presentations and other resources is available [here](#).
- Tools and ideas for marketing, fundraising and more (primarily applicable to library-based programs) are [here](#).

Read more about TLA50 [here](#). See recent news on TLA’s [Facebook page](#) and follow TLA50 on [Pinterest](#) or [YouTube](#).

GET IN TOUCH: If you’re interested in **replicating or adopting** a modified version of TLA50 approaches in your state, contact **Stephen Ristau**, TLA50 Project Coordinator, at stephenristau@gmail.com.

ENCORE BOSTON NETWORK

(formerly Greater Boston Encore Action Network)



Launched in 2012, Encore Boston Network brings together organizations and individuals who share an interest in accelerating the adoption of encore as a community norm in greater Boston and eastern Massachusetts. Organizational members recruit and prepare encore talent, create encore work opportunities (paid or unpaid) or match encore talent to existing work opportunities. Individual members include program and policy leaders, researchers, advocates and innovators from business, government, academic and nonprofit sectors, as well as journalists and funders.

Collectively, Encore Boston Network aims to expand opportunities to connect people who want to make a difference with organizations that need them. It does this by linking and strengthening existing encore organizations and professionals, expanding encore awareness and visibility, and boosting the number of pathways and work opportunities for encore-seekers.

Encore Boston Network creates value for its members and the community we serve by:

- Identifying shared goals,
- Developing useful tools and practices,
- Building awareness of encore,
- Expanding the circle of encore employers and
- Demonstrating the collective impact of network initiatives.

We believe that by working together, we can accomplish more than by working independently; that the whole is greater than the sum of the parts.

SPECIAL FEATURES:

- Encore Boston Network is the first regional group to convene existing players for the purpose of advancing the encore movement rather than to implement a program or launch an organization. Its members include both organizational representatives and individual leaders.
- It has a dedicated network director, but most activity is generated through collaboration and network-funded projects. The intentionally lean infrastructure is supported substantially by membership dues and fees.
- Encore Boston Network is hosting an Encore Innovation Fellow to design new approaches for growing the number of encore work opportunities, a critical need in advancing the encore movement in Boston.
- The Network will explore importing or developing new encore programs, but we anticipate implanting them into existing organizations or creating partnerships among existing organizations to deliver them, rather than having the Network itself operate them.

Learn more about the founding partners and the group's activities [here](#).

GET IN TOUCH: Contact **Doug Dickson**, doug dickson17@gmail.com.

ENCORE TAMPA BAY



Encore Tampa Bay is a young effort, launched in 2013 with leadership provided by Encore Innovation Fellow Bevan Rogel. The Tampa Bay area is home to more than 500,000 baby-boomers aged 46 to 64, and data shows that several Bay-area residents turn 50 every hour. With 40 percent of St. Petersburg's population over 50 years old, the atmosphere is ripe to take advantage of the encore movement.

Encore Tampa Bay has two main goals:

- To create pathways, programs, policies and resources for boomers to create their encore careers.
- To create awareness for community/business leaders and organizations of the amazing potential and windfall of talent that boomers represent for the Tampa Bay community.

Encore Tampa Bay's primary initiative is an **Encore Academy** that provides programs, resources and social connections for adults 50+ who are seeking an "encore." The Academy is housed within a business assistance center called The Greenhouse, led by the City of St. Petersburg in partnership with the St. Petersburg Chamber of Commerce.

The Academy begins with a half-day orientation session and continues with a series of workshops on topics of interest to both encore entrepreneurs and encore job-seekers. Academy participants have access to volunteer coaches who can help them follow up on next steps.

In addition to the Academy, Encore Tampa Bay is partnering with **Seniors in Service** to launch a local Coming of Age effort (see the Coming of Age profile, page 9); with AARP and their **Life Reimagined** initiatives; and with educational institutions, to identify new ideas, programs and processes that can help boomers who want to re-tool for specific encore careers.

SPECIAL FEATURES:

- Bevan Rogel, the Encore Innovation Fellow who launched Encore Tampa Bay, maintains a robust social media presence for the organization. Read her blog, follow her on Twitter (@EncoreTampaBay), visit the Encore Tampa Bay Facebook page and check out the Encore Tampa Bay LinkedIn group.
- Encore Tampa Bay is developing a faith-based, five-week "What's Next?" program for two major area churches. This is a new effort that other encore leaders may be able to replicate.
- In October 2014, the Community Foundation of Tampa Bay hosted an Encore Town Hall with Encore Tampa Bay. All participants received their own copy of *The Encore Career Handbook*. See details about the event here.

GET IN TOUCH: Contact **Bevan Rogel** at (813) 390-1010 or bevanrogel@gmail.com.



EXECUTIVE SERVICE CORPS OF NEW ENGLAND: DISCOVERING WHAT'S NEXT PROGRAM

Over its 30-year history, **Executive Service Corps of New England** (ESCNE), a nonprofit management consulting organization, has been committed to improving the effectiveness of other nonprofits in New England. ESCNE provides high-quality, capacity-building consulting and related services through a cadre of more than 150 experienced volunteers from business and professional careers. In their support of ESCNE's mission, these volunteer consultants are pursuing their own second acts for the greater good – doing purposeful pro bono work that helps other nonprofits. Learn more about ESCNE's work [here](#).

Program focus: Discovering What's Next (DWN) is ESCNE's newest commitment to growing the number and variety of encore opportunities in the Greater Boston area. Launched in 2002 as a pilot program at a local public library, and later operating largely as an independent volunteer-driven organization, Discovering What's Next joined forces with ESCNE in April 2014. DWN's progression from pilot program to stand-alone organization to merging with a more established regional nonprofit may be helpful to others thinking of starting something new.

DWN programs grew out of a strong belief that the second half of life is full of possibility. The program offers ideas, resources and a community of peers to people over 50 as they seek a stronger sense of purpose in their work and engagement in their communities, as well as balance in their lives. Over the last 12 years, DWN has developed a set of innovative, research-based efforts that are designed to inspire as well as inform. Program activities, all of which address the issues that are unique to a new “encore stage” of life, can be customized to focus on paid or pro bono work that serves a social purpose; the non-financial aspects of retirement planning; workplace engagement; life balance and other topics of interest. Engagement opportunities are available both for individuals and for organizations and corporations.

SPECIAL FEATURES:

In addition to Discovering What's Next, ESCNE operates two major programs:

- Through its network of experienced consultants, ESCNE provides consulting and technical assistance services for nonprofits such as strategic, operational and organizational planning; finance, fund development and advancement; marketing, messaging and human resources; and governance, board development and executive coaching. [Read more](#) about the types of services, the process for engaging a consultant and the experienced professionals who do this work.
- ESCNE operates a regional hub of the national **Encore Fellowship Program**. Find more information [here](#).

GET IN TOUCH: For more information about ESCNE or its Discovering What's Next program, please visit the [website](#) or call (617) 357-5550.

EXPERIENCE MATTERS



Established in 2009 as an innovative county-wide consortium, Experience Matters connects the dots between people who want social-purpose opportunities and the organizations and institutions that can benefit from experienced adults' time and talents. The organization serves Maricopa County, AZ, and has received generous support from The Virginia G. Piper Charitable Trust, a regionally-focused community foundation, as well as from the Arizona Community Foundation and other funding partners. Ongoing funding for Experience Matters includes program and membership fees as well as grants and sponsorships.

Experience Matters' major activities include:

- Workshops and coaching for nonprofits to enhance their capacity to engage volunteers.
- Events, resources, training and workshops for individuals interested in increasing their engagement in the community through paid or pro bono work.
- Several programs that match individuals' talent with organizations' needs – including Encore Fellowships, Service by Design, AmeriCorps and RSVP.

Read more about Experience Matters [here](#).

Watch Nora Hannah, Experience Matters CEO, [talk](#) about their work.

SPECIAL FEATURES:

- A description of the organization's basic philosophy and matching model is [here](#).
- Experience Matters has been particularly innovative in their approach to engaging area employers, including a wide variety of nonprofit organizations. Partner organizations can host an Encore Fellow, design a high-impact service opportunity, or for school-based programs, match AmeriCorps tutors with young students. Read [more](#).
- Regularly scheduled [events](#) help individuals and organizations take advantage of available opportunities.
- The organization also engages [business partners](#) through corporate volunteering, employee transition services and fellowship placements.

GET IN TOUCH: To connect with a staff member, visit the [website](#).



Launched in 2006 by encore-seeker David Buck and 2006 Purpose Prize Fellow Jan Hively, SHIFT is a community for people in Minneapolis and St. Paul, MN, who are navigating midlife transitions. SHIFT helps its members create pathways to meaningful, sustainable lives through scheduled workshops, facilitated conversations, skill-building opportunities and networking. SHIFT also engages employers and volunteer organizations to underscore the essential value people in midlife bring to the workplace.

All of SHIFT's programs are designed to address four key questions at the milestone of midlife: Who am I now? What do I want? How do I get there? How do I sustain it?

SHIFT's core programs include:

- *SHIFT Circles*. Small-group life/work discussion and planning sessions where participants explore strengths and challenges, connect with others and create a personal action plan.
- *SHIFTing In and Out of Neutral*. Group sessions designed to help participants understand the stages of transition, and to identify their own personal stage of transition.
- *Lifework Reimagined*. Multi-week workshops based on *The Encore Career Handbook* by Marci Alboher and *Life Reimagined: Discovering your New Life Possibilities* by Richard Leider.
- *LeaderSHIFT*. Customized workshops grounded in current leadership approaches as well as social and emotional intelligence practices.
- *Make > SHIFT*. For aspiring entrepreneurs to explore business and nonprofit opportunities.

Learn [more](#) about these and other SHIFT programs.

SPECIAL FEATURES:

- In 2010, SHIFT developed an innovative pilot program, Midternships™, to support midlifers who want to gain hands-on work experience in a new career field. Midternships offer well-supervised, well-documented experience so that older workers have current credentials to seek regular employment in their chosen pathway. The program began with more than 30 three-to-six month paid and unpaid midternships in partnership with the Minnesota Workforce Centers. Version 2.0 is building on lessons learned as an encore effort. See a short video about the pilot project [here](#).
- Other innovative efforts underway to broaden, deepen and underwrite service costs include offering SHIFT programs "in house" for employers; exploring organizational mergers where there is meaningful synergy; and possibly establishing a for-profit, sister organization under Minnesota's new Public Benefit statute.

GET IN TOUCH: To learn more about SHIFT, visit their [website](#) or contact **David Alley**, Executive Director, dalley@SHIFTonline.org.

VITAL AGING NETWORK



Launched in 2001, the Minnesota-state-wide Vital Aging Network (VAN) promotes self-determination, civic engagement and personal growth for people as they age, through education, leadership development and opportunities for connection. VAN provides information and opportunities for dialogue through its website, in an [e-Bulletin](#), and at forums on a variety of topics.

VAN offers a variety of programs, including:

- **Evolve: Re-igniting Self & Community**, an ongoing cohort-style class prepares people 50+ to be civic leaders in their communities through a curriculum that meets one day a month for eight months. Each participant designs and completes a hands-on leadership project. Read [more](#).
- **InsideOut: A Discovery Workshop for Boomers+**, to help participants examine purpose for this stage of life. Read a description and download a flyer [here](#).
- **OASIS CATCH Healthy Habits**, an inter-generational program that helps both kids and older adults eat healthier food and get more exercise. See a flyer [here](#).
- **Wellness 50+**, a new community-based initiative that engages teams of older adults in creating programs that support better health outcomes for themselves and their peers. Read more about the three-year pilot [here](#).

In addition to community programs, VAN encourages the use of several written resources, including **Mapping Your Retirement**, a guide for maintaining health, managing money and living well; and **Aging with Gusto** guides for community discussions on aging. Both of these are prominently displayed on the right-hand navigation bar for VAN's [website](#).

SPECIAL FEATURES:

- Vital Aging Network founder, Jan Hively, began the research that led to the development of a new statewide organization while a late-life Ph.D. student at the University of Minnesota. A case study describing the collaborative effort Hively launched is [here](#).
- A Vital Communities Toolkit gives guidance about how to create communities in which people of all generations work together to find the right balance between meeting individual needs and achieving the common good. It includes an excellent section called “Words of Wisdom about Planning” that is based on a series of focus groups with leaders who have been involved in vital aging efforts in Minnesota. Download the sections of the Toolkit [here](#).

To read more about VAN, visit their [website](#).

GET IN TOUCH: To talk with someone about VAN's work, contact program director **Julie Roles**, jroles@vital-aging-network.org.

MICHIGAN ENCORE INNOVATION PROJECT



Led by employment lawyer and Encore Innovation Fellow Beverly Burns, the Michigan Encore Innovation Project springs from collaboration among several organizations across the state and builds on work underway on both “coasts” of Michigan – the Grand Rapids area to the west and Southeast Michigan to the east. Key partners include AARP, The Community Foundation of Southeast Michigan, Corporation for a Skilled Workforce, Grand Rapids Community College, Grand Rapids Community Foundation, Luella Hannan Foundation, Operation ABLE and TechTown. Corporation for a Skilled Workforce is the organizational home for the project.

Launched in 2013, this initiative focuses on strategies to develop and gain statewide support for the encore movement, as well as for public policy that supports “second acts for the greater good.” These goals are being achieved through:

- Establishing the encore brand, and what it stands for, at the state as well as the local level in Michigan;
- Developing a statewide public policy framework to support encore work and
- Building a stronger network of policymakers, institutions and additional stakeholders that are committed to engaging and supporting encore work through their own policies and programs.

During its first year, the project has included focused conversations with individuals and groups of stakeholders, as well as with state and local elected leaders; strategically-placed articles and columns raising encore awareness in the state and a concentrated partnership at the highest levels of state government.

Early achievements include:

- Broad, positive recognition of the encore brand in Michigan;
- A developing Encore Executive in Residence Program for State Government that could become a model for local governments, school districts and other states;
- An emerging, strong network of policymakers, institutions and others committed to supporting encore work through their own policies and programs; and
- An Encore Innovation Fellow poised and able to continue advocacy for policy, practices and programs that will further the mission of Encore.org and the growth of encore work across Michigan.

Watch Michigan Governor Rick Snyder as he announces the State of Michigan encore [initiative](#).

GET IN TOUCH: Contact **Beverly Burns** at burns@millercanfield.com.

Higher Education Pathways

ENCORE!HARTFORD



Encore!Hartford prepares seasoned corporate-sector professionals who have been displaced or downsized for managerial roles in Connecticut's nonprofit sector. Launched in 2010, this transition program is a collaboration between the University of Connecticut's Nonprofit Leadership Program and Leadership Greater Hartford. Nine public and private entities planned and designed the program during the year before the launch, including agencies focused on workforce development, a regional United Way, the Connecticut Association of Nonprofits and the state's Office of Senior Employment Services. Funding for the program comes from tuition, program fees, and various types of support from program partners.

The program has two goals: to reduce unemployment among Connecticut professionals, and to strengthen area nonprofit organizations. There are four major program components: classroom learning, networking with nonprofit leaders, resume restructuring and a two-month hands-on fellowship in a nonprofit organization.

Read an overview of the program [here](#).

Watch David Garvey, Director of UConn's Nonprofit Leadership Program, [talk](#) about Encore!Hartford.

SPECIAL FEATURES:

- All of the learning activities, including 64 hours of classroom time, take place in the offices of Hartford-area nonprofits.
- More than 80 percent of participants in the first three cohorts secured employment after completing the 16-week course.
- A detailed report on the program's first-year outcomes is available [here](#).

GET IN TOUCH: Contact **Linda Friedman**, Program Director, at linda.friedman@uconn.edu.

PACE UNIVERSITY'S ENCORE TRANSITION PROGRAM



Launched in 2013 in New York City, Pace University's Encore Transition Program provides information, resources and a network for executives and professionals moving from mid-life careers to encore roles. The program is housed in Pace's School of Continuing and Professional Education, and is strongly supported by Pace President Stephen J. Friedman, an encore role model himself.

The program is offered four times each year, and accepts up to 20 students into each cohort. The course includes:

- A review of the encore concept;
- Reframing each participant's personal story and identifying motivators in this new phase of life;
- Introductions to nonprofit leaders in the arts, social services, education and health care; and
- Introductions to role models who have made their own encore transitions, including winners and fellows of [The Purpose Prize](#).

This intensive course is presented in five sessions over an eight-day period. Instructors include Pace professors, nonprofit and government leaders, Encore Fellows and coaches specializing in transitions. Pace supports program graduates by hosting networking receptions for all program alumni and sharing success stories.

Read more about Pace's program in this March 2014 *New York Times* [article](#) by Kerry Hannon.

Hear from Encore Transition Program Director Joan Tucker and program graduates in this [video](#).

Future plans include developing an Encore Transition Program that corporations can make available to employees contemplating their next steps.

GET IN TOUCH: For more information, check the Pace University [website](#) or contact Program Director **Joan Tucker** at jtucker@pace.edu.

UNIVERSITY OF WASHINGTON ENCORE INITIATIVE



The University of Washington (UW) Encore Initiative develops encore opportunities on and off campus and encourages University of Washington constituents to make transitions to encore roles or careers. The University of Washington is the first four-year university in the country to support the creation of an encore initiative for all of its constituents.

Launched in January 2014, the pilot year of the initiative has been led by Encore Innovation Fellows Bob Roseth and Laura Saunders, retired former presidents of the University of Washington Retirement Association (UWRA), along with Pat Dougherty, Executive Director of the UW Retirement Association. The Retirement Association is the organizational home for the initiative.

During the pilot year, the Encore Innovation Fellows and the UWRA have focused on growing an encore-focused network at the University of Washington by:

- Generating interest among current pre-retiree UW staff and faculty, as well as retirees, through workshops for individuals and for university offices developing encore roles;
- Identifying encore pathway opportunities on and off campus;
- Creating an on-line information resource for staff, faculty and retirees; and
- Establishing on- and off-campus connections that can further awareness of the encore concept and help create encore pathways for post-midlife campus and community members.

Major activities have included:

- Obtaining a public statement from the President and Provost of the University in support of the UW Encore Initiative's work on the campus and beyond. Read their letter announcing the launch of the UW Encore [Initiative](#).
- Establishing a web presence on the new UWRA/Retiree Relations site that will serve as an encore information resource for the UW community. Browse the UW Encore [web page](#).
- Creating and offering a pilot Encore Workshop Series of three workshops, conducted for UW pre-retirees and retirees, that filled with 70+ people and a waiting list of 20 more within two days.

Planned and upcoming activities include:

- Including the Encore Initiative in a September retiree [resource fair](#).
- Hosting a campus/community event in October 2014, featuring a major speaker, that will publicize encore to the local business sector as well as to the campus and the surrounding Seattle community.
- Exploring the feasibility of creating encore-focused certificates and other programs as part of UW's Professional and Continuing Education.

GET IN TOUCH: For more information, contact **Pat Dougherty**, Executive Director, UWRA at patd@uw.edu.

AARP EXPERIENCE CORPS



John Gardner, former Secretary of Health, Education, and Welfare, introduced the idea of Experience Corps in a 1988 concept paper that discussed the creation of an institution that would mobilize the time, talent and experience of older Americans to revitalize their communities. Gardner's idea came to life in 1995 as a pilot project in five cities; Experience Corps has now grown to 22 communities across the country. Originally a partnership among a nonprofit organization (Public/Private Ventures), a federal national service program (National Senior Service Corps), and a major research university (Johns Hopkins University), Experience Corps spent a dozen years as a program of Encore.org (formerly Civic Ventures) before joining forces with AARP in 2011.

The program focuses on training and mobilizing older adults to help children in first through third grade learn to read. Tutors are placed in elementary school settings several days each week, working closely with classroom teachers to provide extra support to struggling students. Rigorous, university-based research has shown that the program benefits children, older adults and schools.

At the national level, the program is funded by AmeriCorps, private foundations, corporate donations, and school districts as well as by AARP. Local affiliates receive marketing, training and evaluation support from the national office, though they raise their own operating funds.

Read more about Experience Corps [here](#).

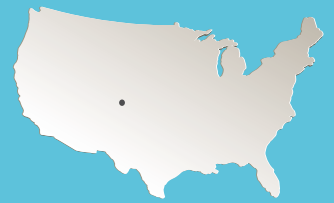
Watch a short [video](#) featuring Lester Strong, Experience Corps CEO, describing the program.

SPECIAL FEATURES:

- AARP Experience Corps is one of a handful of “encore service” opportunities for people 50+ that partners with AmeriCorps, a federally-funded national service program. These structured, high-impact service opportunities offer pre-service and in-service training, connection to a national effort and a monthly stipend for participants.
- The program has been the subject of several rigorous evaluations that have examined its effects on children, older adults and schools. Links to several of the studies are available [here](#).
- The program has a long history of collecting and telling stories. Read some of them [here](#).

GET IN TOUCH: Email the national office at experiencecorps@aarp.org to contact a staff member.

BOOMERS LEADING CHANGE IN HEALTH



Launched in 2010 with the support of the Rose Community Foundation, Boomers Leading Change in Health (BLCiH) is a ground-breaking grassroots effort dedicated to improving the health of, and increasing access to health care for, individuals and families across the seven-county metropolitan Denver area. BLCiH harnesses the experience, energy and conviction of adults 50+ through high-impact volunteer roles, AmeriCorps encore positions and other compensated engagement opportunities.

Boomers Leading Change in Health offers three ways for individuals to serve the community:

- **Healthcare navigators** help individuals and families navigate complex healthcare systems and overcome barriers to care.
- **Community health workers** work within communities to promote better health and connect individuals and families to the resources they need to lead healthier lives.
- **Policy advocates** speak out and educate others about healthcare-related legislation other pertinent health-related issues.

Read more about BLCiH's options for involvement [here](#).

Special features:

- BLCiH's [website](#) has some great messaging about "Why Boomers?" and "Why now?" that's articulated in the context of local demographics.
- BLCiH is one of nine community foundation-funded projects that participated in a national learning and program development initiative launched by The Atlantic Philanthropies to create more opportunities for adults 50+ to help meet community needs in meaningful ways. The lessons learned in each place are described on the Community Experience Partnership [website](#). Read more about the history of Denver's Community Experience Partnership effort [here](#).
- BLCiH is also one of a handful of organizations across the country offering "encore service" opportunities specifically for people 50+ through AmeriCorps, a federally-funded national service program. Since 2011, 77 adults ages 50+ have served as AmeriCorps Encore patient navigators, community health workers, health coaches and volunteer coordinators at a dozen host sites in Metro Denver through BLCiH's AmeriCorps Encore Project. These structured, high-impact service opportunities offer extensive training, connection to a national effort, a monthly stipend for AmeriCorps members (the adults providing service) and a post-service education award that the AmeriCorps Encore member can use to go back to school. People over 55 can also transfer the education award to a child, foster child or grandchild.

GET IN TOUCH: Contact a [staff member](#) to learn more about a specific program.

CIVICSPARK ENCORE FELLOWS



CivicSpark is an exciting new cross-sector effort that combines the resources and expertise of the national Encore Fellowships Network, the Local Government Commission (a California-based nonprofit organization), the California Governor's Office of Planning and Research, California Volunteers (the state office that manages programs and initiatives aimed at increasing the number of Californians engaged in service and volunteering), and the Corporation for National and Community Service (the federal agency responsible for engaging Americans in service and volunteering). More information about CivicSpark is available [here](#). The statewide program is funded, in part, by a \$2 million, three-year grant from the Corporation for National and Community Service to the Local Government Commission.

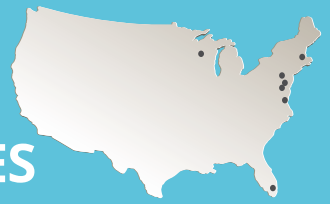
Designed and launched in 2014 as part of a California statewide climate-change response effort, the CivicSpark Encore Fellows will supervise and mentor teams of AmeriCorps members who are helping California communities pursue clean energy, reduce greenhouse gas emissions, safeguard against climate change impacts and implement sustainable community strategies.

Eight CivicSpark Encore Fellows, part of a multi-state **Encore Fellow Climate Learning Cohort**, will supervise 45 to 48 AmeriCorps members who are working on climate-related projects with local governments and agencies across California. Over the three years, the CivicSpark effort will engage 25 Encore Fellows, 150 AmeriCorps members, and several hundred volunteers through nine regional partners.

Some special features of this effort:

- CivicSpark Encore Fellows each have a similar assignment, but they are geographically dispersed across the state.
- Civic Spark Encore Fellows work for a single work host, the Local Government Commission.
- Civic Spark Encore Fellows were selected in part on their ability to manage and develop young professionals to become leaders who will address the environmental challenges of the future.

To learn more about becoming a CivicSpark Encore Fellow in CA, contact **Lyle Hurst**, lhurst@encorefellowships.net.



RESERVE® SOCIAL IMPACT INITIATIVES

ReServe® is a national nonprofit program (now a subsidiary of FedCap) that leverages the talent, experience and commitment of older adults to strengthen their communities. Founded in 2005 in New York City, ReServe matches experienced professionals age 55+ – called ReServists – with modestly paid part-time service assignments in non-profits and public institutions. **Read more about** the ReServe model [here](#).

During its nine-year history, ReServe has provided more than one million hours of direct service and capacity building assistance in New York City. In 2011, with support from Atlantic Philanthropies, ReServe opened affiliate programs in Miami, Baltimore, Milwaukee, Newark and Boston.

ReServe created **Social Impact Initiatives** to marshal the power of ReServists from varied professional backgrounds to help solve big social problems related to urban education, public health, immigration, economic and community development, and more. Many organizations and agencies have ideas they would like to try out as a possible solution to a problem, but they often do not have access to the affordable and skilled workforce necessary to launch a pilot or to scale up an existing project.

Through ReServe, community-based organizations and public agencies have access to an affordable and skilled workforce that can help launch, implement and scale innovative projects. Examples of these projects include:

- *PrepNOW!*, a professional development course for foster parents, is designed to boost college enrollment and graduation among youth in foster care. Twenty ReServists serve as Success Mentors to foster parents, helping them navigate on-line courses. Two ReServists coordinate the program with ReServe program staff, making it a high-impact, cost-effective social program. The New York City Administration for Children's Services is a major partner. Read a press release about the program [here](#).
- *The Middle School ExTRA program* extends the school day by 2.5 hours for about 2,000 sixth-grade students at 20 low-performing New York City schools. Students receive an extra hour of academic instruction and an extra hour of enrichment activities after school, five days a week. There are 104 ReServists serving as reading tutors in the program for 15 hours each week.
- *WeCOACH* is designed to help improve the health outcomes of older adults who have unmanaged diabetes. Working with diabetic registry coordinators at five public hospitals, 14 ReServists served as peer health coaches assisting targeted hospital patients to attend exercise classes at their local senior center.

Read more about ReServe's social impact initiatives [here](#).

GET IN TOUCH: For more information, call (212) 727-4335 or email info@reserveinc.org.



COMMUNITY EXPERIENCE PARTNERSHIP

Launched in 2006 as a national initiative of The Atlantic Philanthropies, a global limited-life foundation, the Community Experience Partnership (CEP) worked collaboratively with a diverse group of community foundations across the country to research, test, evaluate and document new strategies for increasing older adults' involvement in communities. As a result of a competitive grantmaking process, nine community foundations created multi-year demonstration projects with nonprofit partners interested in utilizing older adults' experience to address issues such as early childhood education and homelessness. Each of the nine multi-year demonstration projects is documented in a brief paper, available [here](#).

The collaborative process of developing, implementing, evaluating and documenting the nine demonstration projects led to the development of a "road map" for other communities interested in an older-adult-led community change strategy. The interactive tools are available [here](#).

This initiative is no longer expanding, and The Atlantic Philanthropies is no longer funding the nine demonstration projects. Some continue as locally-supported efforts. The Community Experience Partnership website maintains an excellent knowledge center related to the initiative.

SPECIAL FEATURES:

- The CEP [website](#) is a rich resource for communities planning encore-focused projects. In addition to the road map, multiple free publications are available that document aspects of the overall initiative process and lessons learned along the way.
- The initiative maintains a [LinkedIn group](#) and a [Facebook page](#).

Watch a short [video](#), Older Adults Leading Change.

GET IN TOUCH: For more information, visit the Community Experience Partnership [website](#).



ASPIRANET ENCORE INITIATIVES

Established in 1975, Aspiranet is one of California's largest social service agencies, with family support programs in 40 rural, urban and suburban locations in foster care, adoption, intensive home-based, residential, transitional-aged youth, behavioral health and family and community services. A leading innovator in the encore movement, Aspiranet has a long history of building an intentionally intergenerational workforce, testing encore ideas, being an early adopter of encore-focused programs, and bringing thought leadership to the field of engaging encore talent.

Aspiranet has invested over time in a variety of projects to explore how encore talent might best be leveraged and the role that they can play in helping older adults transition into social purpose work. This history gives Aspiranet a unique vantage point on integrating encore practices into nonprofit agencies.

The agency's formal involvement in encore initiatives began in 1998 when Aspiranet launched [Experience Corps Bay Area](#), placing teams of older adults in stipended and volunteer roles as tutors and mentors to children in public schools. Over the years, this program has been strengthened by adding paid encore staff positions as volunteer coordinators, recruiters, intake coordinators, trainers, and program managers.

Find out more about Aspiranet [here](#), including a three-minute video from their CEO.

SPECIAL FEATURES:

- In 2008, Aspiranet developed "Encore California," a self-sustaining business model based on New York's ReServe®, for connecting encore career-seekers with a broad array of social purpose jobs. Renaming Encore California to **EncoreConnect**, Aspiranet began to evolve a strategy for utilizing encore talent in multiple ways – service, fellowships, jobs – to strengthen nonprofit organizational capacity.
- Aspiranet was one of eight Bay-Area organizations invited to participate in the 2009 Encore Fellowships pilot program. In 2011, Aspiranet launched the first internal **Encore Fellowships Program** in the nation with a cohort of Fellows all working for Aspiranet. Read more about the program [model](#), and view profiles of the 17 Aspiranet Encore Fellows.
- Aspiranet also initiated an Encore Parenting-Kinship Navigation [model](#) through a multi-year grant from the U.S. Department of Health & Human Services.
- Aspiranet's Encore Afterschool pilot project, funded by The David & Lucile Packard Foundation, explored the viability of addressing California's afterschool workforce shortage through an intergenerational staffing strategy.

GET IN TOUCH: To learn more about Aspiranet's strategy for using encore talent to build organizational capacity, contact **Janet Luce** at jluce@aspiranet.org or call (650) 866-4080, ext. 1162.