

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.

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 have become part of the answer – a powerful demonstration of how experience and talent can help solve some of society’s greatest problems and benefit our communities and future generations. 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 positively impact their communities.

The number of Encore Fellows has grown dramatically since the 2009 pilot, with new programs and more fellowships launching every year. This year hundreds of Encore Fellows will increase the capacity of their host nonprofits, while learning firsthand how social purpose organizations work.



PATHWAY TO A NEW STAGE OF WORK

Encore Fellowships are structured programs that match skilled, experienced professionals at the end of their midlife careers with 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, performance management, human resources, financial management and engineering – skills that can have a lasting impact on their nonprofit hosts.



Randy Stuart (right) and Mike Mansfield, CEO of Charlotte County Habitat for Humanity. Randy retired from Intel; his Fellowship is Habitat Construction Site Supervisor and Project Manager.

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

Encore Fellows are carefully matched with their host organizations to ensure a skill and cultural fit and the ability to make an 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 Encore Fellows program is managed by a program operator working in partnership with The Encore Fellowships Network. The program operator brings the fellows together to share their experiences and to provide additional insight on the nonprofit sector. These meetings further enhance the fellowship and provide opportunity for the fellows to build a new network of connections in the social purpose area.

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

GROUNDBREAKING RESULTS

An independent evaluation from San Francisco-based LFA Group, gave the 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 evaluates the match before, during, and after the fellowship experience. Cumulative evaluation results from the first four years display continued strong results as the program has grown and expanded geographically.



- Ninety-nine 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.
- Before the fellowship, less than half of the nonprofits say they are likely to hire encore talent from the private sector. After the fellowship, that figure rises to eighty percent.
- Of equal importance, the percent of Encore Fellows who say they are "very likely" to seek paid work in the nonprofit sector doubles over the course of the fellowship.

“The fellow had the right skills, the right expectations, the right attitude, and the right support to very effectively help us.”

Pamela Cantor, M.D.
President and CEO,
Turnaround for Children, Inc.

SPONSORING ENCORE FELLOWSHIPS

Encore Fellowships 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.
- **Community engagement**
Encore Fellowships offer a unique opportunity for corporations to provide direct, high-impact assistance to nonprofits and public agencies by placing their most valuable asset, human talent, directly into their communities.
- **Market engagement**
By targeting areas most relevant to customers' concerns - 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, geography 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 and implementation, and scaling initiatives. Foundations also sponsor the development and operations of Encore Fellows programs.

The value of a sponsored fellow can far exceed an equivalent cash contribution, as evidenced by the program's results.

The Encore Fellowships Network and its programs 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, May and Stanley Smith Charitable Trust, 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 was featured as a “What Works” case study in the *Stanford Social Innovation Review* (SSIR) in 2013.

The number of programs and Encore Fellows have grown dramatically in the first five years of the network. For a current list of programs or to find out more about starting a local program, visit www.encore.org/fellowships.

ENCORE.ORG

Encore.org (formerly Civic Ventures) is building a movement to make it easier for millions of people to pursue second acts for the greater good. Through an inventive program portfolio, including The Encore Fellowships Network, original research, strategic alliances and the power of people’s life stories, Encore.org demonstrates the value of experience in solving society’s greatest problems – from education to the environment, health care to homelessness. The goal: to produce a windfall of talent to help solve society’s greatest problems.

Encore.org operates the Silicon Valley and New York City Encore Fellows programs and created and manages The Encore Fellowships Network. For more information, visit www.encore.org.

ENCORE.org

MAKING
AN IMPACT **The**
Encore Fellowships
Network™ POWERED BY
ENCORE.ORG®

“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

