



LEAD THE WAY

BUILDING THE PIPELINE OF WOMEN OF COLOR LEADERS IN THE SOCIAL SECTOR

2017

FELLOWSHIP APPLICATION

August 29-September 2, 2017 **Mid-level Managers**

September 12-17, 2017 **Executive Directors**

Lead the Way is a year-long fellowship hosted by the Center for Research and Policy in the Public Interest (CR2PI) at the New York Women’s Foundation for women of color mid-level managers and emerging Executive Directors working in U.S.-based nonprofit and community-based organizations.

PROGRAM PURPOSE

Over the past decade, the nonprofit leadership deficit has been of paramount concern for organizations and foundations. The impending retirement of baby boomer executives and an influx of newly established nonprofits present a significant obstacle for the future of nonprofits. There is increased demand to develop talent within nonprofit organizations and identify leaders with promise who can lead social change initiatives of the future.

The Center for Research and Policy in the Public Interest’s *Lead the Way* fellowship was developed to provide emerging women of color Executive Directors and mid-level managers with the opportunity to build their skills so that they can advance in their careers and effectively manage and sustain nonprofit organizations.

PROGRAM GOALS

- Promote networking and share best practices among organizations with similar goals and missions
- Identify women of color leaders with high potential and establish an ongoing support network to exchange information and resources
- Create a diverse pipeline of talented nonprofit leaders who will be prepared to take up leadership roles once transitions occur in organizations
- Identify challenges and barriers to success for women of color working in the social sector.



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INITIATIVE OVERVIEW

Each year, the Center for Research and Policy in the Public Interest and the New York Women's Foundation select two national cohorts of 15-20 fellows to attend an intensive five-day leadership retreat and participate in continued learning throughout the year. Over the fellowship year, participants receive over 60 hours of instruction, technical assistance and one-on-one coaching.

FELLOWSHIP OVERVIEW

THE RETREAT

Over the course of the five-day retreat, Fellows attend skills-building seminars on strategic planning and organizational capacity building; sustainability and managing growth; development and fundraising; hiring and firing; and program management and development. Expert leadership consultants facilitate all of the seminars and workshops.

In addition to the skills-building seminars, there will also be a series of *Talk-Stories* where participants will be able to share their experiences, exchange strategies, and offer lessons learned. The *Talk-Story* topics will be chosen collectively and facilitated by retreat participants.

ONGOING LEARNING AND SUPPORT

Throughout the fellowship year, Fellows continue to strengthen their skill set with webinars and one-on-one coaching with expert leadership coaches. Fellows also join a virtual community where they continue to problem solve, share interesting articles and resources, and receive ongoing support.

SELECTION

Lead the Way Fellows are selected through a competitive application process and must currently work in fields related to education, public service, social service delivery or social change. Applicants should also have a demonstrated commitment to women and girls of color, people of color, low-income individuals or marginalized communities.

RETREAT DATES

| | |
|-----------------------------|---------------------|
| August 29-September 2, 2017 | Mid-level Managers |
| September 12-17, 2017 | Executive Directors |

LOCATION

The retreat will be held at the LaConcha Resort in San Juan, Puerto Rico. To learn more about the resort, you can visit the resort website at www.laconcharesort.com

EXPENSES

With the exception of a \$900 cooperative fee, the Center for Research and Policy in the Public Interest will cover the cost of travel, hotel and meals for Fellows. The cooperative fee is due one week following notification of acceptance into the program.

APPLYING WITH A FOUNDATION:

Prospective fellows can partner with a foundation to underwrite the cost associated with attending the retreat. The cost to attend the retreat is \$4,200.00. If you are accepted as a fellow in partnership with a foundation, the cooperative fee of \$900 will be waived.



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GENERAL ELIGIBILITY REQUIREMENTS

Preference will be given to applicants who apply with a foundation partner.

Only mid-level managers and Executive Directors at U.S.-based nonprofit organizations are eligible.

The applicant must have served as a mid-level manager or the Executive Director of her current organization for one full year at the time of the application.

The applicant must currently work in fields related to education, public service, social service delivery or social change.

The organization and applicant must have a demonstrated commitment to women and girls of color, people of color, low-income individuals or marginalized communities.

The Executive Director or mid-level manager must be between the ages of **25-45**.

Executive Directors must currently supervise at least two staff members, interns or volunteers.

Executive Directors must meet all of the general eligibility requirements.

Preference will be given to Executive Directors who have worked at their organizations for two years.

ELIGIBILITY REQUIREMENTS FOR EXECUTIVE DIRECTORS

ELIGIBILITY REQUIREMENTS FOR MID-LEVEL MANAGERS

Mid-Level Managers must supervise at least one staff member, intern or volunteer.

Mid-Level Managers must meet all of the general eligibility requirements.

In addition to the above requirements and preferences, participants are required to attend the entire retreat and participate in ongoing activities. Participants should also be available for a pre-retreat conference call, follow-up and evaluation of the initiative. As a part of the application process, all prospective fellows must complete an anonymous leadership survey. Once your application has been submitted you will receive an email with a link to our anonymous leadership survey.



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APPLICATION GUIDELINES AND REQUIREMENTS

Applications can be downloaded at: www.cr2pi.org. All applications must be submitted electronically to LTWapplication@cr2pi.org. No hardcopy applications will be accepted. The deadline for submission is **Thursday, August 9, 2017, at 3:00 p.m. EST**. Incomplete or applications received after the deadline will not be accepted or considered.

If you have questions regarding the application, please send an email to LTWapplication@cr2pi.org. No phone calls please.

APPLICATION PROCESS

Applications should be submitted no later than **Thursday, August 9, 2017 at 3:00 p.m. EST**. Incomplete applications or those received after the deadline will not be accepted or considered. You can expect a response regarding your application no later than **Wednesday, August 16, 2017. Phone interviews may be conducted.**

APPLICATION CHECKLIST

Please include all of the following by email and as PDF files under single cover. The **Lead the Way** fellowship application has four parts: the application, two letters of support, resume and leadership survey. We require that all materials be sent together by **August 9, 2017**.

Application: A complete application must be filled out by each applicant including essay questions and organizational demographic information. Incomplete or applications missing information will not be reviewed.

Resume (curriculum vitae): A resume or curriculum vitae should include previous work experience, education, and skills that you have that pertain to the fellowship.

Letters of support: Each applicant must submit one letter of support. The letter should be written by someone who knows you in a professional setting and who can speak to your suitability for the fellowship. For mid-level managers, the letter must come from the organization's Executive Director. If you are applying in partnership with a foundation, please include an additional letter of support from the Program Officer. Letters should be sent to you and included in the application package.

The Network would like to thank **American Express Philanthropies** for their support of this initiative.



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FREQUENTLY ASKED QUESTIONS

HOW MANY PARTICIPANTS WILL BE SELECTED?

We will select 15-20 fellows for each cohort. Competitive applications are those that closely fit within the guidelines/preferences outlined in the application.

HOW WILL THE PARTICIPANTS BE CHOSEN?

Participants will be chosen based on the eligibility and preference criteria outlined in the application. In the event that we have more applications than available slots, we will conduct phone interviews.

WHEN IS THE DEADLINE FOR APPLICATIONS?

All applications must be received by 3:00 p.m. on August 9, 2017. Please email your application. We will not accept faxed or mailed applications. You will receive a confirmation of receipt. We are not responsible for applications not received or that can not be opened using Microsoft Word or Adobe Acrobat Reader.

HOW LONG IS THE RETREAT?

The retreat lasts for five days. It begins August 28, 2017 and ends on September 2, 2017 for mid-level managers. It begins on September 12, 2017 and ends on September 17, 2017 for Executive Directors.

WHAT HAPPENS IF I CAN'T ATTEND THE ENTIRE RETREAT?

Unfortunately, you will not be accepted as a participant. Because of the structure of the program, it is important that participants are able to attend the entire retreat.

ARE THERE ANY FEES?

Yes. Once accepted each participant must pay \$900 towards her participation. This fee is due by August 18, 2017. This fee will be waived if your participation is underwritten by a foundation or supporter.

IF I ATTENDED THE RETREAT BEFORE, CAN I APPLY AGAIN FOR THIS YEAR?

Absolutely. The content of the retreat will be based on the needs of this year's incoming class. However, preference will be given to first-time applicants.

IS THERE ANY PREP WORK REQUIRED BEFORE THE RETREAT?

Yes, but very minimal. We will have one pre-retreat teleconference to discuss the details, announce the seminar topics, and answer any logistical questions.

WHEN CAN I EXPECT TO HEAR BACK FROM WCPN REGARDING MY APPLICATION?

You can expect a response regarding your application no later than **Wednesday, August 16, 2017.**



LEADERSHIP FELLOWSHIP FOR EMERGING WOMEN OF COLOR EXECUTIVE DIRECTORS AND MID-LEVEL MANAGERS

2017 LEAD THE WAY APPLICATION

CHECK ONE: Mid-level Manager Executive Director

Name _____

Organization _____

Organization Address _____

Mailing Address (if different) _____

Geographic Location (Check all that apply)

- West Midwest South Northeast
 Rural Suburban Urban National

CONTACT INFORMATION:

Mailing Address _____

Contact Telephone _____

Best Time of Day to Contact

- Morning Afternoon Evening

Contact Email _____

Website _____



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For Mid-Level Managers only:

Executive Director's Name _____

Office/Contact Telephone _____

Email Address _____

DEMOGRAPHIC INFORMATION:

Race/Ethnicity _____

Nationality _____

Date of Birth _____

ORGANIZATIONAL INFORMATION:

- | | |
|---|---|
| <input type="checkbox"/> Human Rights | <input type="checkbox"/> Women's Rights |
| <input type="checkbox"/> Reproductive Rights and Justice | <input type="checkbox"/> Migrant and Refugee Rights |
| <input type="checkbox"/> HIV/AIDS | <input type="checkbox"/> Public and Social Policy |
| <input type="checkbox"/> Racial and Economic Justice | <input type="checkbox"/> Peace and Security |
| <input type="checkbox"/> Violence against Women | <input type="checkbox"/> Multi-Issue |
| <input type="checkbox"/> Civil Rights and Civil Liberties | <input type="checkbox"/> Other: _____ |

Organizational Mission Statement:

Month and Year Organization Founded: _____/_____

Number of Paid Staff: _____ Number of Volunteers/Interns: _____

Annual Budget in Dollars for Last Audited Fiscal Year (include year):



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PLEASE ANSWER THE FOLLOWING QUESTIONS:

• In 300 words or less, please tell us what you hope to gain from participating in the **Lead the Way** fellowship program and why you would like to attend. Please attach additional sheets if necessary.

• Please briefly highlight the skills and experience you will bring/share with the other participants.

• Briefly list/describe 2-3 of your leadership goals for the next year.

• Describe your experience advocating for women of color and/or communities of color, low-income individuals or marginalized communities.

• In your opinion, what are the most important issues facing women of color, communities of color, and low-income individuals (2-3 sentences)?

• What issues or topics would you like to see addressed during the retreat? Please indicate your top three choices. (Note: Your answers will help to determine what issues/topics will be covered during the retreat.)

- | | |
|--|--|
| <input type="checkbox"/> Capacity-building | <input type="checkbox"/> Fundraising: cultivating major donors |
| <input type="checkbox"/> Strategic planning | <input type="checkbox"/> Transition and growth |
| <input type="checkbox"/> Creating a development plan | <input type="checkbox"/> Staff management and supervision |
| <input type="checkbox"/> Program management | <input type="checkbox"/> Networking |
| <input type="checkbox"/> Program planning | <input type="checkbox"/> Communications/Branding |
| <input type="checkbox"/> Hiring/Firing | <input type="checkbox"/> Policy/Advocacy |
| <input type="checkbox"/> Sustainability | <input type="checkbox"/> Other: _____ |



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COMPLETE ONLY IF APPLYING WITH A FOUNDATION:

Name of Foundation _____

Contact Person/ Program Officer _____

Phone Number _____

Website _____

Email _____

Your Relationship to the Foundation:

- Grantee
- Employee
- Member
- Other: _____

Please provide a brief statement about your relationship to the foundation.

Has the foundation agreed to underwrite your participation in the retreat?

- Yes
- No

Please email completed applications to:

Center for Research and Policy in the Public Interest
cr2pi@cr2pi.org



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ABOUT THE CENTER FOR RESEARCH AND POLICY IN THE PUBLIC INTEREST (CR2PI)



The Center for Research and Policy in the Public Interest (CR2PI) at the New York Women's Foundation conducts original research and policy analysis focused on low-income women, their families and communities. Research generated at CR2PI is used to build knowledge, influence the public debate, and help create informed public policies at the local, state, and national levels. The ultimate goal of our research and policy analysis is to increase access and relieve disparities for low-income families and communities. The Center also serves an innovation and leadership development hub for women of color practitioners, scholars and advocates.

PROGRAMS AND INITIATIVES

Lead the Way: Building the Pipeline of Women of Color in the Social Sector

With support from American Express Philanthropies and other partners, Lead the Way is a unique capacity building and leadership initiative for women of color mid-level managers and emerging Executive Directors between the ages of 25-40. Through a competitive process, we select two national cohorts of 15-20 Fellows to participate in a five-day intensive leadership retreat and continued learning throughout the year. The Fellowship is an opportunity for high-impact leaders to reflect, sharpen, connect and rejuvenate with others who share their passion and commitment to building a more just and equitable society.

Applied Research and Advocacy

Throughout the year, CR2PI conducts original research at the intersections of race, gender and class in cities and communities across the country on a range of important issues from poverty to economic security to health disparities and violence. The goal of our research and advocacy efforts is to inspire action and change by local leaders and within the halls of power for low-income women, families and communities.

Comprehensive Data Repository on Women of Color, the Families and Communities

CR2PI is home to one of the nation's largest data repository on women of color their families and communities that includes information on poverty, employment, health, violence, incarceration, financial assets, housing, and income in major rural and urban communities across the country. Data in the repository are used to measure progress and benchmark goals in policy and legislation focused on low-income women and children.

Symposia and Convenings

As a hub of innovation and ideas, we bring together leading scholars, practitioners and thought leaders to lift up the most promising strategies and solutions to the toughest problems facing low income women and families, girls and communities.



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