



COUNCIL *on* FOUNDATIONS

CAREER PATHWAYS

A PHILANTHROPIC LEADERSHIP
PIPELINE EXPANSION PROGRAM

◀ ***Program Overview***

2010

Program Overview

Who We Are

The **Council on Foundations** is a national nonprofit association of approximately 2,000 grantmaking foundations and corporations. As a leader in philanthropy, we strive to increase the effectiveness, stewardship, and accountability of our sector while providing our members with the services and support they need for success.

Our Mission

The mission of the Council on Foundations is: *to provide the opportunity, leadership, and tools needed by philanthropic organizations to expand, enhance, and sustain their ability to advance the common good.*

Statement of Inclusiveness

The Council on Foundations was formed to promote responsible and effective philanthropy. The mission requires a commitment to inclusiveness as a fundamental operating principle. It also calls for an active and ongoing process that affirms human diversity in its many forms, encompassing but not limited to: ethnicity, race, gender, sexual orientation and identification, age, economic circumstance, class, disability, geography, and philosophy. We seek diversity to ensure that a range of perspectives, opinions, and experiences are recognized and acted upon in achieving the Council's mission. The Council also asks members to make a similar commitment to inclusiveness to better enhance their abilities to contribute to the common good of our changing society. As a national voice of philanthropy, the Council is committed to promoting diversity. We are equally committed to including a wide range of perspectives, opinions, and experiences as we work to achieve our mission. Similarly, we ask Council members to commit to diversity and inclusiveness to enhance their own work. To that end, we provide them with the tools, educational programs, and opportunities they require to more effectively serve the common good.



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Vision

The Council on Foundations' Career Pathways (Pathways) program will become one of the premiere philanthropic leadership preparation, talent acquisition, management, and retention programs fostering diversity, inclusion, and excellence in philanthropic leadership.

Goal

The goal of Pathways is to increase the number of candidates from diverse backgrounds, in the leadership pipeline, who are considered, appointed, and retained in senior and executive philanthropic leadership positions.

About the Career Pathways Program

Through both individual and institutional strategies, Pathways focuses on excellence and inclusion in talent acquisition, management, and retention strategies. Emphasizing both the supply (candidates) and demand (hiring institutions and decision makers) sides of the appointment process, Pathways seeks to prepare candidates from diverse backgrounds to successfully compete for positions in philanthropic leadership by expanding the leadership pipeline.

On the individual side, Pathways is a 12-month leadership preparation program, open to individuals from diverse backgrounds, currently employed in foundations and grant-making institutions. Those employed outside of the field of philanthropy will be admitted on a case-by-case basis. For its inaugural class, Pathways will invite 9-12 individuals from diverse backgrounds seeking to prepare themselves as candidates for philanthropic leadership positions.

Individuals completing the Pathways program will be better prepared to judge and enhance their philanthropic leadership profile. By bringing high-level, senior talent on the cusp of seeking or having already sought executive or senior leadership positions together with the leaders from philanthropy and search firms, the program will connect participants to the networks and mentors often essential to competing for and succeeding in philanthropic leadership positions.

Pathways is *not* a remedial program, but is, instead, a response to the field's growing commitment to advancing inclusive practices and diversity in philanthropic decision making. The Council's research, *Career Pathways to Philanthropic Leadership: Baseline Report (2009)*, highlighted and confirmed no obvious—but, in some cases, inscrutable—route to executive roles in philanthropy for most individuals, especially for those already working in the field.

Parallel to the program's individual strategy, Pathways will work broadly with foundations, trustees, and, when appropriate, individual participants' home institutions to promote and encourage inclusive practices. On a voluntary basis, Pathways will offer cultural competency training for foundations wishing to improve their inclusive practices and organizational climates.

While Pathways cannot guarantee participants will be appointed to leadership positions, it will empower individuals to become the best candidates they can be, by cultivating philanthropic acumen, confidence, and networks. Participation in Pathways will build participants' capacity to become even more effective in their current roles and more deliberate in their contributions to the field of philanthropy, more broadly.

Why This Program

The Council strongly believes in the links between diversity and inclusiveness and effectiveness. This belief is based on research and is an institutionally held value that compels the Council to equip members with a variety of management tools, including talent acquisition, recruitment, and retention and leadership preparation. These principles are central to the goal to make and promote a viable, practical case for diversity and inclusive practices in philanthropy.

As an investment in the field of philanthropy, Pathways is designed to assist a more diverse leadership pool of individuals in reaching their own, and the field's, potential. Access to networks and leadership opportunities are critical elements in the pathway to senior, executive, and trustee positions. Unlike traditional training or advocacy programs, Pathways focuses more intentionally on assisting candidates from diverse backgrounds in the development of networks and leadership capacity and in taking the reins of their own candidacies for high-level, decision-making roles in philanthropy and strengthening the capacity of the field.

Eligibility

Pathways is open to individuals from diverse backgrounds with serious interest in pursuing executive and senior leadership positions in philanthropy. The program is open to individuals working in a grantmaking organization or foundation¹ with at least 5-7 years of mid- to senior-level experience, on the cusp (i.e., within the next three years) of senior- and executive-level positions in philanthropic institutions. Invitations to this program will be highly competitive and offered based on the strength of individuals' application materials, nominations², and leadership experience and potential.

Format

Pathways is a 12-month leadership preparation program, open to individuals from diverse backgrounds who are currently employed in foundations and grantmaking institutions as well as those outside of the field of philanthropy. The program will include three (3), 1.5- to 2.5-day, in-person, small-group learning sessions with 9-12 peer participants, held during the program's first six months (between July and December 2010). The sessions will be facilitated by expert faculty representing senior executives and trustees in the field of philanthropy as well as experts from other sectors.

In-person gatherings will focus on leadership trends and topics, interview preparation, and networking opportunities geared toward increasing visibility to decision-making networks and the issues facing philanthropy. Participants will be exposed to networks of colleagues and philanthropic leaders throughout the program. The program incorporates facilitated discussions and matches participants with mentors willing and able to advise and support them along their

individual career paths. Accessing leadership networks, mentoring, and career planning and coaching will allow participants to sharpen their leadership style, deepen their understanding of philanthropy, and strengthen their professional networks.

Group gatherings will be supplemented by self-directed career planning, one-on-one coaching, mentoring, and job shadowing opportunities. Pathways will emphasize preparation and network-building essential to competing for philanthropic leadership positions, including leadership models and experience, board management, organizational change, and philanthropic impact. Future alumni activities will continue to cultivate this community, bringing an emerging network of leaders from diverse backgrounds together at Council conferences and events.

Program Topics

- » Leadership and Institutional Change
- » Managing Philanthropic Institutions as Levers for Social Change
- » Strategic Philanthropy
- » Cultural Competency and Awareness
- » Investment and Financial Management
- » Board Relationship Management
- » Personal and Interpersonal Dimensions of Leadership
- » Public Speaking and Executive Interview Preparation
- » Successful Networking and Mentoring Strategies
- » Working With Executive Search Firms

¹ The program is open to Council member and non-member grantmaking institutions and foundations. Applications submitted by individuals working outside of philanthropy will be reviewed on a case-by-case basis.

² Self-nominations are not permissible.

Program Timeline

The program will run from July 2010 to June 2011.

Timeline ³	
» Application and Nomination Deadline	May 13, 2010
» Applicant Interviews/Review	May-June 2010
» Acceptance Notification	June 2010
» In-Person Group Learning Session #1	July 12-14, 2010
» Pre-Session Phone Interviews With Participants	August 2010
» In-Person Group Learning Session #2	September 15-17, 2010
» Mentor Matching and Site Visits	October 2010
» Pre-Session Phone Interviews With Participants	October 2010
» In-Person Group Learning Session #3	November 8-10, 2010
» Mentoring and Coaching Group Conference Call: Career Planning Check-In	January-February 2011
» Group Social Gathering	April 2011
» Mentoring and Coaching Group Conference Call: Career Planning Check-In	April-May 2011
» In-Person Group Closing Event	June 2011

³ Dates are subject to change.

FAQs

1. What is the Career Pathways Program?

The Career Pathways program is a highly selective pipeline expansion program. Further, it is a 12-month leadership preparation program, open to individuals from diverse backgrounds who are currently employed in foundations and grantmaking institutions as well as those outside of the field of philanthropy. The inaugural class will include 9-12 individuals from diverse backgrounds seeking to prepare themselves as candidates for philanthropic leadership positions.

Pathways is not a remedial program, but is, instead, a response to the field's growing commitment to advancing inclusive practices and diversity in philanthropic decision making. Council research, *Career Pathways to Philanthropic Leadership: Baseline Report (2009)*, highlighted and confirmed no obvious—but, in some cases, inscrutable—route to executive roles in philanthropy for most individuals, especially for those already working in the field.

2. How is this program similar/dissimilar to a fellowship?

Pathways is a leadership preparation program, whereas a fellowship program typically includes a part-time or full-time career experience away from one's current employer. You will maintain your current employment and foster a close linkage with your home institution's CEO or senior leaders, which is a very important extension of the learning experience.

3. Who is eligible to participate in the program?

Applicants should have a minimum of five to seven (5-7) or more years of mid- to senior-level managerial experience and should be interested in advancing to senior-level and/or executive leadership in philanthropy within three (3) years of completing the program. Applications received by individuals employed outside the philanthropic field will be reviewed on a case-by-case basis.

4. What does the Council mean by diverse backgrounds?

The Council on Foundations was formed to promote responsible and effective philanthropy. The mission requires a commitment to inclusiveness as a fundamental operating principle. It also calls for an active and ongoing process that affirms human diversity in its many forms, encompassing but not limited to: ethnicity, race, gender, sexual orientation and identification, age, economic circumstance, class, disability, geography, and philosophy.

5. Why should I participate?

If your goal is to advance to a top appointment in the philanthropic field, this program provides an exciting and educational opportunity to participate, learn from, and contribute to an incredible network of leading CEOs, trustees, and senior leaders in service to the institution of philanthropy. Pathways will take the mystery out of the executive hiring process, while providing you with a network of peers and experts committed to your success.

6. How will this program help me to improve my leadership skills?

First, participants will analyze and identify their individual leadership styles and traits through a series of assessments and readings. Second, the program will introduce participants to a range of topics encompassing many of the major issues foundation executives face in their day-to-day work. Third, participants will gain unprecedented access to a robust network of CEOs, trustees, search firm executives, and HR officers—all interested and engaged in your leadership preparation.

7. Who are the instructors/trainers/presenters?

Pathways will engage executives, HR officers, and trustees inside and outside the field of philanthropy.

8. When does the program begin?

Applications are due May 13, 2010. Telephone and/or video interviews will be held in May-June. The first group gathering is scheduled for July 12-14, 2010, in Arlington, VA.

9. What is the duration of the program?

Pathways is a 12-month program, with the most intensive group activities scheduled for the first six (6) months, from July to November 2010. The first cohort will complete the program in June 2011. Alumni activities, involving one's own and future cohorts, are planned to coincide with Council conferences and other events.

10. What is the cost of the program?

Pathways is offered at no charge, thanks to generous grant support provided by the Charles Stewart Mott Foundation, The California Wellness Foundation, the W.K. Kellogg Foundation, the Weingart Foundation, and other supporters. Participants are responsible for their individual transportation costs.

11. What are my upfront expenses and/or out-of-pocket costs?

Program costs are paid for through the generosity of foundation partners. You will be reimbursed for pre-approved participation expenses.

12. Where will the program be held?

Anticipated site locations may include:

- ▶▶ Arlington, VA
- ▶▶ Charlotte, NC
- ▶▶ Tempe, AZ

13. Will I have to travel?

Yes. Travel to in-person sessions and site visits will be required.

14. Is the program open to non-U.S. citizens?

Yes. As long as you are authorized to work in the United States.

15. Are references required for me to enter the program?

Yes. A reference/nomination is required from your home institution and must be from the current CEO or the supervisor to whom you report.

16. Will I receive a stipend?

No.

17. Will I have a career interruption?

Minimal. Pathways is designed to benefit both individual participants and their home institutions, while maximizing the leadership capacity of staff in their current as well as future roles. Full-time employment, with all attendant responsibilities, has been assumed by the program designers for all participants. Nevertheless, the support of participants' home institutions will be paramount, as group learning sessions and other activities will require brief absences from participants' home institutions. Participants should be prepared to work with their current supervisors to ensure that work obligations are met.

18. What about family and work-life balance?

As with any professional development activity, individual applicants will need to assess the timing of participation in this program in relation to other obligations. Confidential professional career coaching and mentoring services led by foundation executives will be provided during the length of the program.

19. When I successfully complete the program, will I be guaranteed a promotion?

No. While Pathways cannot guarantee participants will be appointed to leadership positions, it will empower individuals to become the best leaders *they* can be, by cultivating philanthropic acumen, confidence, and networks. Participation in Pathways will build participants' capacity to become even more effective in their current roles and more intentional in their contributions to the field of philanthropy, more broadly.

20. How many participants are invited?

We anticipate inviting 9–12 participants to join the 2010 class.

21. What are the selection criteria?

Selections will be based primarily upon the leadership potential of applicants, rooted in five (5) criteria:

- i. Personal leadership goals
- ii. Professional leadership experience
- iii. Community and volunteer leadership experience
- iv. Quality of applicant's responses to essay questions
- v. Quality of nominations

22. What is the selection process?

A volunteer panel of grantmaking and philanthropic network executives and trustees will review all applications, narrow the field, participate in applicant interviews, and make recommendations to the Council on Foundations.

23. What is the incentive for my home institution and my supervisor?

Pathways is an investment in philanthropic leadership, today and tomorrow. Your home institution will benefit from your participation, through your increased effectiveness, your expanded networks, and your (and your foundation's) recognition as a leader in the field. Your home institution will be invited to take as active a role as appropriate in iden-

tifying leadership opportunities for you during the program. Your home institution is a vital and integral component of the program—both in its support of you as an individual and as an example of a foundation investing in philanthropic leadership.

24. If I leave my home institution during the program, may I continue in the program?

In most instances, the answer is yes—you may remain in the program. However, requests will be reviewed on a case-by-case basis.

25. If I can't complete the program for any reason, am I responsible for reimbursing the Council on Foundations for the cost of my participation in the program?

No.

26. Can more than one participant from the same institution apply to the program?

Yes. However, nominating institutions should be cognizant of any burdens that participation by more than one staff person might cause. Ideally, one participant per institution is recommended.

We make every effort to ensure the accuracy of the contents of this publication. Should you discover an error or omission, please direct them to our attention at inclusive@cof.org and accept our sincerest apologies.

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