



COUNCIL *on* FOUNDATIONS

CAREER PATHWAYS

A PHILANTHROPIC LEADERSHIP
PIPELINE EXPANSION PROGRAM

◀ ***Nomination and
Application Forms***

2010

*All Materials Must Be Received
By **May 13, 2010***

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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www.cof.org

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About

Career Pathways (Pathways) is a highly selective, 12-month leadership preparation program that seeks to prepare candidates from diverse backgrounds, in the leadership pipeline, who are considered, appointed, and retained in senior and executive philanthropic leadership positions.

Eligibility Criteria

Pathways is open to individuals from diverse backgrounds with serious interest in pursuing executive and senior leadership positions in philanthropy. 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 are eligible to participate. Invitations to this program will be highly competitive and offered based on the strength of individuals' application materials, nominations², and leadership experience and potential.

Key Contact



COUNCIL *on* FOUNDATIONS

Career Pathways Pipeline Expansion Program

Attention: Renée B. Branch

Director, Diversity and Inclusive Practices

2121 Crystal Drive, Suite 700

Arlington, VA 22202

Phone: (703) 879-0625

E-mail: inclusive@cof.org

Deadline

- ▶ All application materials must be submitted and received electronically by May 13, 2010.
- ▶ All nominations and letters of recommendation must be submitted and received electronically on or before May 13, 2010, and must be completed by your current supervisor or foundation CEO.

For more information, including a timeline and FAQs, go to www.cof.org/diversity.

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.

Nomination Form

All nominations must be received on or before May 13, 2010, and must be completed by your current supervisor or foundation CEO. This is a competitive process; not all applicants will be selected.

Nomination Form	
Name of Nominator:	Title:
Organization/Institution Name:	
Street Address:	City, State, ZIP:
Phone:	E-mail:
Mobile Phone:	FAX:
Organization's Annual Budget:	Number of Full-Time Staff:
Foundation Type:	Year Founded:
Name of Nominee:	Relationship to Nominator:

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Please attach a one- to two-page letter that incorporates the following information and insights about the person you are nominating.

1. **Personal leadership**—How would you describe the personal leadership style of the nominee? How have you seen the nominee successfully manage and thrive in interpersonal relationships with colleagues, supervisors, and subordinates?
2. **Professional leadership**—What actions has the nominee taken to improve or expand his or her professional leadership skills and experiences? Is there a specific experience you might describe that leads you to believe he or she could be a successful foundation leader?
3. **Community and volunteer leadership**—Has the nominee volunteered or taken a leadership role in his or her community or in the field of philanthropy? This might include planning committees, service on boards, mentoring, or other types of contributions of time and talent. Please describe.
4. **How might participation in Pathways advance the nominee’s “home” foundation?** What are the unique skills and perspectives the nominee might offer to the field of philanthropy in a leadership role?

Commitment to Full Participation

My signature below is an indication of my own and, to the maximum degree possible, my institution’s commitment to the leadership potential of this nominee. If selected, the nominee will be encouraged to participate fully in the program’s group sessions and site visits. If appropriate for our institution, the nominee will be encouraged to engage in in-house leadership projects. I also understand that home institutions may be invited to assist in the evaluation of the program and participate in interviews, assessments, and/or reference checks.

Signature: _____ Date: _____

Completed nomination forms and letters of recommendation should be submitted electronically by May 13, 2010, to inclusive@cof.org.

Inquiries may be directed to:



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Application

Applicants must submit all application materials by May 13, 2010.

Personal Information ³	
Name:	Title:
Organization/Institution Name:	
Street Address:	City, State, ZIP:
Phone:	E-mail:
FAX:	Years With Current Organization:
Years of Work Experience:	Race/Ethnicity:
Gender Identity:	Will You Require an Accommodation Due to a Disability?
Do you self-identify as a member of the Lesbian, Gay, Bisexual, or Transgendered Community?	Age:

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³ The Council seeks a diverse and inclusive pool of applicants and program participants. Providing demographic information is completely voluntary. If you prefer not to answer any of the individual demographic questions, please indicate this preference in the appropriate space. This information will be kept confidential and used for statistical summaries only.

Application Materials & Essay Questions

Please answer each of the following questions completely and follow all instructions. Type your name and application submission date on each page of your application materials following the major headings and format.

1. Professional Experience

Please attach a current resume or CV, which outlines your career and educational experience, community engagement, leadership, volunteerism, and, if applicable, professional affiliations.

2. Reflections on Professional Experience

Part A. [Optional] If you would like, describe any unique or unusual aspects of your resume or educational history that might not be immediately apparent from a review of your resume. Are there career gaps or nontraditional paths that brought you to philanthropy? This is an optional exercise—if not applicable, move on to Part B.

Part B. Describe what you consider to be a significant (positive or negative) professional learning experience. What did you learn from this experience, and how has it changed you professionally? *Please limit your narrative to 200 words.*

3. Most Significant Volunteer Leadership Experience

Describe what you consider to be your most significant (non-financial) contribution to your local community and/or to the global community. *Please limit your narrative to 150 words.*

4. Foundation Organizing Documents

Imagine you have just been notified that you have an opportunity to create a new foundation with an anonymous gift of \$250M in endowed assets. Describe how you would organize your foundation. *Please limit your narrative to 750-1,000 words.* Begin with a brief mission statement (of no more than 25 words).

- ▶▶ What is your area of funding focus?
- ▶▶ Who will serve on your board of directors?
- ▶▶ How will board members be selected?
- ▶▶ How will grants be awarded?
- ▶▶ Will the foundation include staff? (yes/no)
- ▶▶ If yes, how many?
- ▶▶ How will you measure the effectiveness of your grantmaking?
- ▶▶ Explain why this foundation is needed and what the anticipated impact of your grantmaking will be.

5. Leadership Qualities

How would you describe the ideal characteristics of a successful leader? *Please limit your narrative to no more than 200 words.*

6. Why Participate in Pathways?

What do you seek to achieve through participation in Pathways? What do you hope to accomplish in your career? Describe your ideal job in philanthropy. *Please limit your narrative to no more than 250 words.*

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Commitment to Full Participation

Full participation entails preparing for and attending all program learning sessions and participating in all related programs and activities.

Signature _____ Date: _____

By checking the following box, you confirm that you understand and agree to the commitment required for participation in this program. Applicant:

I hereby certify that the information above is correct to the best of my knowledge and understand that falsification of this information is grounds for disqualification or dismissal from the program to which I am applying. I hereby authorize any of the persons or organizations listed in my application and nomination materials to give all information concerning my previous employment, education, or any other information with regard to any of the subjects covered by this application and nomination and release all such parties from all liability that may result from furnishing such information to you. I authorize you to request and receive such information in consideration for my admission to the program. I agree to abide by the rules and regulations of the program, which may be changed, withdrawn, added, or interpreted at any time, at the sole discretion of the Council on Foundations and without prior notice to me.

Completed nomination letters and all application materials must be submitted electronically by **May 13, 2010** to **inclusive@cof.org**. Please have recommenders list your name in the subject line (e.g., Pathways' Nomination Form for Jane Doe).

Inquiries may be directed to:



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Application Checklist

- Completed application
- Completed nomination
- Resume or CV

Acknowledgements

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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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