

CAREER PATHWAYS

A PHILANTHROPIC LEADERSHIP
PIPELINE EXPANSION PROGRAM

**Advancing the Careers
of Diverse
Philanthropic Leaders**



COUNCIL *on* FOUNDATIONS

About the Council on Foundations

The Council on Foundations is a national nonprofit association of approximately 1,800 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 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. Our 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. This encompasses but is 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 enhance their abilities to contribute to the common good of our changing society. As a national voice of philanthropy, the Council provides members with tools, educational programs, and opportunities to serve the common good.

This program is made possible thanks to generous funding support from the Charles Stewart Mott Foundation, The California Wellness Foundation, the W.K. Kellogg Foundation, The Marguerite E. Casey Foundation, and the Weingart Foundation.



COUNCIL *on* FOUNDATIONS

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Is Career Pathways Right for You?

The Council on Foundations' Career Pathways program prepares candidates from diverse backgrounds to compete for and earn positions as philanthropic leaders. We work with individuals like you who are seeking to advance their careers in philanthropy, and we help you build your capacity to better serve your organization and the field of philanthropy. We also work with foundations and grantmakers to help them acquire and retain the best management talent from this ready and willing pool.

Career Pathways is a 12-month leadership preparation program for individuals currently employed in foundations and grantmaking institutions. Our inaugural class of 2010 comprised 15 individuals who were seeking to prepare themselves for philanthropic leadership positions. We expect subsequent classes to number about a dozen.

By bringing together talented high-level senior managers from diverse backgrounds with philanthropic leaders and executive search consultants, we can strengthen the pipeline of professionals looking to compete for and succeed in philanthropic leadership positions.

Although the Council on Foundations cannot guarantee that all participants will earn a new leadership position, Career Pathways works with every individual to empower them to become the best candidate they can be. We cultivate philanthropic acumen and confidence, and we strengthen individuals' networks.

Who Can Participate?

Career Pathways is open to individuals from diverse backgrounds who have a serious interest in pursuing executive and senior leadership positions in philanthropy. The program is open to individuals with five to seven years of middle or senior-level management experience in a grantmaking organization or foundation. Generally, these individuals expect to be appointed to a senior or executive position within the next three years.

Invitations to participate in Career Pathways are highly competitive, and the offer is based on the strength of the individual's application materials, nominations, leadership experience, and potential. The program is open to employees of Council-member and nonmember grantmaking institutions and foundations. Applications submitted by individuals working outside of philanthropy will be reviewed on a case-by-case basis. Self-nominations are not permissible.

Our Vision: The Council on Foundations' Career Pathways program will become one of the nation's premier programs to prepare philanthropic leaders and to help foundations and grantmakers acquire and retain the best management talent. It will foster diversity, inclusion, and excellence in philanthropic leadership for mid-career professionals.

Our Goal: We want to increase the number of candidates from diverse backgrounds in the leadership pipeline who are considered for, appointed to, and retained in senior and executive positions in philanthropic organizations.

Our Belief: We strongly believe in the links among diversity, inclusiveness, and effectiveness. Our conviction 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, retention, and leadership preparation.

Apply to Career Pathways at www.cof.org/pathways

How Career Pathways Works

Career Pathways includes four small-group learning sessions that last from one and a half to two and a half days. These sessions generally are held between July and January and are facilitated by expert senior executives and trustees in philanthropy and other fields.

These in-person gatherings focus on leadership trends and topics, interview preparation techniques, and networking opportunities. These sessions aim to help participants increase their knowledge of the issues facing philanthropy as well as their visibility to decision-making networks. Career Pathways exposes

participants to networks of colleagues and philanthropic leaders throughout the program. It incorporates facilitated discussions and matches participants with mentors who are willing and able to advise and support them along their individual career paths.

The small-group learning sessions are supplemented by self-directed career planning, one-on-one coaching, and intensive mentoring. Career Pathways emphasizes that preparation and network-building are essential if participants are to compete for philanthropic leadership positions. We pledge to establish an alumni network that will continue to cultivate this emerging network of leaders from diverse backgrounds and to offer them opportunities to convene at Council conferences and events.

You'll Discuss These Topics With Senior Philanthropic Leaders

- ▶▶ Leadership and Institutional Change
- ▶▶ Managing Philanthropic Institutions as Levers for Social Change
- ▶▶ Strategic Philanthropy
- ▶▶ Cultural Competency and Awareness
- ▶▶ Fiscal and Investment 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



Answers to Your Questions

1. What is the Career Pathways program?

Career Pathways is a highly selective leadership-preparation and pipeline-expansion program. It is 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. Each class includes about a dozen mid-career professionals from diverse backgrounds seeking to prepare themselves as candidates for philanthropic leadership positions. The program was developed in response to the field's growing commitment to advancing inclusive practices and diversity in philanthropic decision making and leadership.

2. How does this program differ from a fellowship?

Career 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 sustain close links with your organization's chief executive and senior leaders. This is an important extension of the learning experience.

3. Who is eligible to participate?

Applicants must have a minimum of five to seven years of middle or senior-level manage-

Career Pathways Program Timeline	
» Application and Nomination Deadlines	February 20, 2012 (Early Application) March 21, 2012 (Final Deadline)
» Applicant Interviews/Review	April to May 2012
» Acceptance Notification	June 2012
» In-Person Group Learning Session #1	July 2012
» Phone Interviews With Participants	August to September 2012
» In-Person Group Learning Session #2	October 2012
» Group Webinar	November 2012
» Mentor Matching	January to March 2013
» In-Person Group Learning Session #3	January 2013
» Mentoring and Coaching	February to March 2013
» Group Conference Calls	
» Colloquium/Closing Ceremony	April 2013
» Mentoring and Coaching	May 2013
» Group Conference Calls	
» Group Conference Calls	June 2013

(Program dates are subject to change.)

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ment experience and should be interested in advancing to senior or executive positions in philanthropy within three years of completing the program. Applications received by individuals employed outside the philanthropic field are 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. Diversity encompasses but is 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 senior leadership position in the philanthropic field, this program provides an exciting educational opportunity. You will learn from and contribute to an incredible network of chief executives, trustees, and senior leaders in service to philanthropy. Career Pathways takes the mystery out of the executive hiring process and provides access to a network of peers and experts committed to your success.

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

Participants analyze and identify their individual leadership styles and traits through a series of assessments and readings. You'll consider a range of topics encompassing the major issues foundation executives face each day. And you'll gain unprecedented access to a robust network of chief executives, trustees, search firm executives, and HR officers—all interested and engaged in your leadership preparation.

7. When does the program begin?

Applications are due by the published deadline. Telephone and/or video screening interviews are held in April and May. The first group gathering takes place in the summer.

8. What is the duration of the program?

Twelve months. The most intensive group activities are scheduled for the first several months, from July to January. Alumni activities, involving one's own and future classes, are planned to coincide with Council conferences and other events.

9. How much does it cost?

It's free, 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 accommodation and transportation costs.

10. Will I have to travel?

Yes. Travel to at least four in-person sessions and site visits will be required. These meetings generally take place in easily accessible cities throughout the country.

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

Yes.

12. Are references required?

Yes. A reference/nomination is required from your current chief executive or the supervisor to whom you report. The applications and nomination forms are online; visit www.cof.org/pathways

13. Will I receive a stipend?

No.

14. Will I have a career interruption?

Minimal. Career Pathways is designed to benefit both you and your employer. That said, the support of your employer is essential, as group learning sessions and other activities require brief absences from your office. Participants should be prepared to work with their supervisors to ensure that all work obligations are met.

15. What about balancing family and work life?

As with any professional development activity, you'll need to assess the timing of the program in relation to your other obligations. Confidential professional career coaching and mentoring services led by foundation executives are provided.

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

No. Career Pathways cannot guarantee participants appointments to leadership positions. We do promise to help you build your capacity to become even more effective in your current role and more intentional in your contributions to the field of philanthropy.

17. How many participants are invited?

We anticipate about one dozen participants in each class.

18. What are the selection criteria?

Selections are based primarily upon the leadership potential of applicants, rooted in five criteria:

- ▶ Personal leadership goals
- ▶ Professional leadership experience
- ▶ Community and volunteer leadership experience
- ▶ Strength of the applicant's responses to essay questions
- ▶ Quality of nominations

19. What is the selection process?

Volunteer grantmaking and philanthropic executives and trustees review all applications, narrow the field, participate in applicant interviews, and make recommendations to the Council on Foundations.

20. What is the incentive for my organization and my supervisor?

Career Pathways is an investment in philanthropic leadership—for today and tomorrow. Your organization will benefit from your participation, through your increased effectiveness, your expanded networks, and your recognition as an emerging leader in the field. Your organization may take an active role in identifying leadership opportunities for you during the program. It is a vital and integral component of the program—both in its support of you as an individual and as an example of an investment in philanthropic leadership.

21. If I leave my organization during the program, may I continue in the program?

In most instances, the answer is Yes. However, requests are reviewed on a case-by-case basis.

22. Can more than one participant from the same organization apply to the program?

No.

23. What if I cannot complete the program due to unforeseen circumstances?

Participants must commit to full participation in the 12-month program. If unforeseen circumstances require a participant to withdraw, the Council will accept this request. The participant will not be required to reimburse the Council for the cost of the program and may reapply for a future program; however, an invitation is not guaranteed. The Council will notify the participant's employer in writing that he or she has withdrawn from the program.



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