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Fellowship Programs: Best Practice Scan

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Maxine Goodman Levin College of Urban Affairs

Prepared for:
The Cleveland Foundation

**FELLOWSHIP PROGRAMS:
BEST PRACTICE SCAN**

Prepared by:
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June 12, 2015

**CENTER FOR
COMMUNITY
PLANNING AND
DEVELOPMENT**

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EXECUTIVE SUMMARY

This report is an excerpt of a larger study completed on behalf of the Cleveland Foundation, related to their summer internship program. The study included a scan of best practices in a sample of national and local fellowship programs that were determined to be most relevant to the interests of the Foundation. The Cleveland Foundation has generously allowed us to share the results of the best practices scan with our interview partners as a contribution to the emerging field of research on internship and fellowship programs.

The Foundation was most interested in programs that a) target recent graduates or early career stage individuals, b) are one year or less in duration, and c) have a dual focus on developing leadership and “brain-gain” or “brain-retain.” We were also looking at programs run by foundations or that focused on a particular sector. However, the scan was not limited to such programs. Other types of programs were also included, particularly those that used innovative or exemplary approaches to particular program elements or are considered best practices.

This report highlights key findings from the scan. Supplemental information, including a list of sources, program descriptions and summary tables for all of the programs highlighted, is found in the appendices.

We’d like to gratefully acknowledge the following individuals who responded to our request for an interview. We had a very tight timeline, and they were gracious in both accommodating our request and with follow-up emails, phone calls, and resource sharing.

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- Graig Donnelly, Director, Detroit Revitalization Fellows, a program of Wayne State University
- Deena Epstein, Senior Program Officer for the Arts, George Gund Foundation
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- Charisse Grant, Sr. Vice President for Programs, Miami Foundation, Miami Fellows Program
- Fagan Harris, CEO of Baltimore Corps
- Katy Locker, Detroit Program Director, Knight Foundation, Detroit Revitalization Fellows
- Monisha Kapila, Founder and CEO, ProInspire
- Nancy Montoya, consultant, New Orleans Fellowship
- Deborah Morin, Ph.D., Director, Cleveland State University’s Institute for Educational Leadership, the Educational Policy Fellowship Program
- Michael Rocco, Executive Director, City Hall Fellows
- English Sall, PhD candidate and co-director, Aspen Institute Impact Careers Initiative
- Barbara Squires, Director of Leadership Development, Annie E. Casey Foundation

BEST PRACTICES

Nationally, interest in fellowship programs that strengthen capacity and leadership in the non-profit and public sectors is increasing, in response to growing need and declining funding in these sectors. Fellowships are also seen as an effective component of a talent development, attraction and retention strategy in urban areas. For Cleveland, this may be the perfect time to launch such a program. Young adult populations and incomes are increasing in Tremont, Ohio City, and Lakewood; Cleveland is beginning to attract people from places like New York, Chicago, and Pittsburgh; we're 10th in the nation for people with an advanced degree. And downtown is booming, doubling in population, largely driven by 22-34 year olds (Piiparinen, 2015). Cleveland is developing a national reputation as a fun, affordable, interesting city that is starting to throw off the rust-belt image. But challenges remain, and the importance of urban fellowship programs in bringing fresh energy to solving them has become a topic of national conversations.

In November 2014, the first ever national convening of urban fellowship programs was hosted in Washington, DC, organized by the **Strong Cities Strong Communities (SC2) Fellowship** program management team and hosted by the Urban Institute.¹ The symposium focused on the promise and practice of urban fellowships. Discussions at the event examined how early- or mid-career urban professionals can be a catalyst for regeneration, innovation, and talent cultivation in cities. The event convened directors and managers, fellows, and local hosts and sponsors from four field and urban service fellowship programs: **SC2 Fellowship Program, Detroit Revitalization Fellows, Capital City Fellows Program, and the Center for Urban Redevelopment Excellence (CUREx).**

Much of the discussion focused on ways to measure the impact of fellowship programs on the host organization, the city and the cohort of fellows themselves in this emerging field of practice. There was a strong sense that fellows can indeed be change agents, while recognizing the challenges involved in scaling and sustaining urban fellowship programs. This paper explores these four programs, as well as other types of programs.

One relatively new program, **ProInspire** is a “social innovation” fellowship program; designed to match idealistic, young corporate professionals to social sector employers. The program administrators conducted a study of similar “social innovation” fellowship programs and developed a system to classify programs by their main function (see appendix). These classifications are used throughout this paper to provide short-hand reference to the types of programs: “matchmakers,” connecting talent to host organizations; “people accelerators,”

¹ The symposium was organized by the Strong Cities Strong Communities Fellowship pilot program management team, under the leadership of Virginia Tech's Metropolitan Institute in partnership with the Levin College at Cleveland State University and the German Marshall Fund of the U.S.

which focus mainly on leadership development; “strategic employers,” in which organizations serve their own mission through structured programs offering exposure and sector experience; and “launch pads,” which support fellows in bringing new, entrepreneurial programs to fruition. Programs often have an additional, secondary focus on “brain-gain” and “brain-retain” – attracting new people to the city, or retaining those likely to leave. (We will call particular attention to those programs which have had “brain-gain” as a strong component, since that is central to the Cleveland proposal.)

For example, the **Cleveland Foundation Summer Internship Program** is primarily a “matchmaker”, building the capacity of the host organization, and secondarily as a “people accelerator”, developing the leadership potential of the interns. But, it also functions as a “strategic employer,” through structured programs that offer exposure and sector experience. Since it is open to only those who live or go to school in the five county Metropolitan Statistical Area, it has never been a “brain-gain” program, although, as we learned, it has certainly functioned to keep people in Cleveland who might otherwise have left.

This is typical. Almost all programs are hybrids to some degree, and sometime their design changes over time, with new and different goals articulated. And many programs are deliberately designed with one or more sectors as a focus – nonprofit, civic, or corporate.

Community foundations tend to approach fellowship programs as a need or opportunity arises, and at times the commitment is relatively short-term. We found examples of programs that were launched for a specific purpose or time-frame, and others that were discontinued after an assessment came up short on an articulated goal. Long-lasting programs tend to be connected to the core mission of the organization, in some cases their only mission.

Almost all programs that place fellows in an organization have a goal of increasing the capacity of that host organization. It is important to understand what capacity means in this context. We’ve adopted the following definition developed by the **Strong Cities Strong Communities (SC2) Fellows program**:

“Urban fellows work to enhance or add to **capacity** in their host organizations and cities. Simply defined, capacity is an entity’s ability to fulfill its goals through its **resources** and **capabilities**.

Resources can be *tangible* (funding, facilities, physical assets, and technology) or *intangible* (reputation, trust, staff experience and knowledge, and other forms of expertise).

Capabilities focus and convert resources toward specific ends. An organization’s or government agency’s capabilities can be either *operational* (the status quo or baseline capabilities) or *dynamic* (those that alter the resource base of an organization or agency).

Urban fellows work on projects that identify, build, replenish, or create wholly new resources or capabilities in their host organizations—and, by extension—in the communities those organizations serve. This can mean mapping and inventorying available resources; creating or

updating a plan, or carrying out key aspects of it; modifying an existing operation to be more efficient; creating a new system or process to improve its use; or identifying cost savings or new resources; or establishing and maintaining partnerships or collaborations.”

(<http://www.promiseofurbanfellows.com/>)

HIGH LEVEL LESSONS LEARNED – NATIONAL AND LOCAL SCAN

Below is a summary of key takeaways from the programs we surveyed, organized into four major categories: program design, management and staffing, training and university partnerships, and funding. We also call out programs that have had good results in civic engagement, attraction and retention strategies. A matrix of program type, administration, and best practices can be found in the appendix (a few programs are noted briefly below but are not included in the matrix, as they are of lesser interest).

Program Design

Salary/Stipend, and Benefits

This is an important consideration. Even in a softer job market, there is a lot of competition for talented young adults. And while salary is not always the key factor, it obviously means a lot to recent graduates, who may have financed an expensive education and feel the need to maximize their earning.

Some general observations – fellowships often pay a bit less than the “market rate,” and for this reason, need to maximize other benefits, such as leadership training, connecting to a sector for a career, or introducing a city as a place for new leaders to grow. Fellowships that have higher compensation are pitched to mid-level career cohorts, and also tend to be connected to institutions with deeper pockets – the corporate sector, the federal government.

From our scan of national fellowship program compensation, it appears that the mean is about \$45,000, with a range of about \$25,000 to \$80,000. With the exception of the **City Hall Fellows**, which targets recent BAs within three years of graduation, all are mid-career fellowships, or early- to mid-career. Funding for compensation can be entirely from the program (supported by a municipality or foundation), entirely from the host employer, or a blend. All fellows within a given program typically earn the same level of compensation, but in programs in which the host site is providing all or most of the funding, the compensation can be tied to the host organization’s internal salary structure.

At the low end are the **Challenge Detroit** fellows, who receive \$36,000 plus benefits and a housing stipend of \$500 per month. At the high end, Detroit Revitalization Fellows receive

\$50,000 - \$80,000, depending on the salary structure of the host site employer (and with an average of 50% subsidy from the program). **SC2, Rockefeller CUREx, and Kellogg Fellows** all receive \$60,000 annually (plus in some cases, a health care stipend). **National Urban Fellows** receive a “Living Stipend” of \$25,000, but they are also enrolled in graduate school during the fellowship which influences expectations.

The two city-supported programs we reviewed pay fellows a fixed rate – \$47,000 for the **City Hall Fellows** in San Francisco, and \$53,560 for the **Capital City Fellows** in DC. **Baltimore Corps** fellows receive a stipend of \$32,000, with an additional \$5,000 for healthcare and supplemental training – this is provided by the host employer, with subsidy as needed on a case-by-case basis.

Recruitment

Recruitment is often optimized by leveraging the existing networks – alumni, philanthropy, universities. A strong web presence, the use of social media, and the like are important. At a minimum, fully leveraging existing networks is essential.

The **Miami Foundation Leadership Fellows** program is a good example of using networks to recruit. The program draws on a variety of interconnected networks including those of the foundation, civic and nonprofit leaders, alumni, and community leaders. The alumni group of 120 individuals is also very involved in the recruitment, selection and mentoring of fellows. This is a rather typical example.

The **Cleveland State University Center for Educational Leadership** program alumni group of about 60 is critical for recruitment, and participate in ongoing events and reunions. There is deliberate programming to support this, including an annual alumni event.

Baltimore Corps, which has a relatively low stipend amount (\$35,000), works very hard on recruitment, perhaps for this reason. This newer program (2013) allocates about 2 FTEs (plus 30% of the CEO’s time during the season) to actively recruit, including travel to colleges and young professional events.

The **Detroit Revitalization Fellows** found that it is important to invest sufficient resources in the “start-up” recruitment and placement phases. They budget \$150,000 for recruitment, attraction and selection of each two-year cohort (22 fellows).

Challenge Detroit uses a unique selection process that involves applicants and finalists in getting their networks to support them via social media—those with the most likes or votes are chosen as Fellows.

Many programs also have advisory boards that are comprised of alumni, host organizations, civic leaders and funders. One of their responsibilities is recruiting.

The **City Hall Fellows** program is one of the few programs we looked at that has an exclusive focus on recent college graduates. It was created to inspire recent graduates to work in local government. It currently operates in the city of San Francisco. It very intentionally targets recent college grads, up to three years out of school. The philosophy is that beyond that time frame, there are other ways to launch a career. It recruits nation-wide, using college and university networks, has a rigorous application process and is fairly selective. Applicants are asked to demonstrate a commitment to the city, discuss their policy ideas, and include a statement of how this will help them start their careers. It typically attracts 200 applicants, of which 50 are interviewed and 15-16 are accepted.

Other programs cite their highly selective nature. For instance, **ProInspire**. Their pool is made up of current corporate employees – in consulting, finance, marketing, etc., who wish to transition to the nonprofit world and “make a difference.” These are younger, idealistic and well-educated people from a national pool of contacts, with a high caliber of talent – only about 10% of applicants meet the standards, and of these, only 4% are admitted to the program.

Matchmaking

Finding the right “fit” is essential for a successful placement. A deep commitment to the program at the highest level of the hosting organization is necessary. The role of an effective supervisor, a good manager, or a coach or mentor, can make all the difference (more on this, see *Importance of the Host Organization*, below). In some cases, the host also takes a lead role in recruitment, selection and training as well. The National Urban Fellowship stands out for their in-person orientation and training of host site mentors, which they deem an essential component of their success. In almost every program, having a supervisor who was too busy to spend time with the intern or fellow, or where a good project was not defined, or where the interests of the organization and the fellow did not align, were problems that prevented a fully-realized experience.

The **City Hall Fellows** program places all of its fellows at the City of San Francisco. While the program’s executive director manages the process, the city plays an important role in the matchmaking process. Each year, the city reaches out to department heads and managers to solicit requests for fellows. Departments that are interested in hosting a fellow must submit a request with a detailed, clear scope of work. The priority is to place the fellows in city departments that are working to advance critical needs but do not have sufficient staff to take on the role. About a month before the fellows start work, the selected department must submit a written, detailed job description framing the projects that the fellow would work on over the coming year. The program’s executive director signs off on the scope of work, to make sure the activities are appropriate.

The department must evaluate the fellow and themselves, looking at the value to the sector and to the fellows. The program sends out periodic surveys to the fellows to check-in on progress and identify issues.

The **SC2 Fellows** program invests considerable resources up-front in matching fellows to participating cities. The cities made the determination about which departments would host fellows and then developed a job description for the fellow, with input from the program management team. The job descriptions were used to recruit, select and place the fellows. Applicants were asked to note any placement city preference. The program management team (German Marshall Fund of the U.S., Cleveland State University and Virginia Tech) did the initial screening and interviews. Each city was offered 2-3 finalists for each position and cities made the final selection.

In assessing the match process the program evaluators found that while the initial job description was important, the actual assignments for the fellows changed in some cases by the time the fellows were “on the ground.” In addition to the “skills match” it was often the blend of financial and managerial capacity on the part of the host organization and the self-efficacy of the fellows that determined a successful placement. Once the host organizations were selected, the fellowship management team worked closely with the host organizations to identify the right project and project managers (people with sufficient time and an appropriate level of responsibility for the fellow’s project area), then helped them put support networks in place for the fellows. One important lesson was that devoting sufficient resources and time upfront can lead to more enduring results.

The **Detroit Revitalization Fellows** program requires that host organizations participate in a series of meetings to prepare them for the interview process and they are given suggested interview questions. Each cohort ranges from 20-23 fellows, but they start the interview process with 55 finalists who interview for positions. Each employer interviews 10-12 people. Employers and fellows rank their choices and the program management does the match making. Employers then select fellows from their “match pool”. The program then spends another half day with employers to prepare them for on-boarding and creating a successful fellowship for the next two years.

Early Career Focus

The Cleveland Foundation expressed a strong interest in learning more about programs that had new college graduates as the target. The majority of programs we looked at focus on early- and mid-career professionals with some career experience. The justification for this is mainly a concern expressed by the hosting sites. For the most part, fellowships are designed to add or enhance the capacity of the severely under-resourced public and non-profit sectors. Host sites have expressed a need for fellows who are able to take on higher-level responsibilities or to serve as project managers on substantial projects. Also noted is the intense competition for

recent college graduates, and the pressure of student loans (see *Baltimore Corps* discussion under *Mid-Career Focus*, below).

The **Center for Urban Redevelopment Excellence (CUREx)**, sponsored by the University of Pennsylvania, is a program that initially targeted recent graduates. In its first year of operation this program selected seven or so promising young professionals (the "best and brightest") and placed them with a non-profit host organization in a project manager position for two years. It quickly emerged that this younger cohort was not ready for project management, and so the program pivoted from early career to mid-career candidates (Patrizi, 2006), as have the others programs that were modeled after it.

Although it was discontinued after its third cohort in the late 2000s, it was influential in the field. The **CUREx** model has been used and adapted in both the **New Orleans Rockefeller Fellowship** and the **Detroit Revitalization Fellows** and was also influential in the design of the **SC2** program. The Rockefeller program in New Orleans, which placed fellows in affordable housing development organizations to rebuild the city post-Katrina, was never intended to be a long-term program, but it was impactful and alumni continue to contribute to the New Orleans affordable housing, non-profit and civic sectors. The Detroit program has endured and is now enrolling its third cohort, with a commitment from funders for a fourth cohort to run through 2019.

As noted above, the **City Hall Fellows** is targeted to new college graduates or those within three years of graduation (some have obtained a master's degree). Many of the other programs we found were targeted exclusively to mid-career professionals, or at best do not entirely exclude early career individuals.

Mid-Career Focus

The **Detroit Revitalization Fellows** is a two-year fellowship for mid-career professionals with 5-15 years of experience. It began in 2010 to prop up Detroit during the financial crisis. Local foundations recognized a real need for highly qualified, younger leadership in community and economic development organizations. Fellows receive competitive salaries and benefits packages through their individual employers, subsidized on a sliding scale by the program, where they serve as full-time employees for the two-year term of the fellowship. Base salaries range from \$50,000 to \$80,000 annually (with benefits). For those from outside the city, a relocation allowance as well as assistance with connecting to housing and schools are provided.

A similar program that places fellows primarily in the private sector, is **Challenge Detroit**, a three-year old talent attraction and retention program for a cohort of 30 fellows annually. It too targets mainly early to mid-career professionals, who are placed at participating companies and organizations citywide. The program invites "tomorrow's leaders to live, work, play, give, and lead in and around the greater Detroit area for one year." The hope is for employment beyond the one-year fellowship.

Baltimore Corps was established in 2013, by Fagan Harris, who is native to the city, young and charismatic. They looked at many models, including CUREx in Detroit and Teach for America. The goal was to reframe the narrative about Baltimore for Millennials and attract and keep them in the city.

In launching the program, it was decided to focus on young professionals with some years' experience (5-7 years) for two reasons: one, because they can “execute social change at scale” at their host sites, and two, because the program did not want to compete with McKinsey, Goldman Sachs, Deloitte, Teach for America – all of whom are recruiting 22-year olds. With high debt, many recent college graduates feel pressure to take a high-paying job. This is an important element to consider in identifying the target demographic for the program.

Sector Focus

It's not unusual for Foundation led programs to focus on a single sector. This is seen as a way to deepen the impact of grant making or civic priorities by enhancing the leadership of the sector.

The **Annie E. Casey Foundation** has a host of results-based leadership and place-based programs. Their **Children and Family Fellowship Program**, originally a residential leadership program, is now based in the Foundation. After the first six cohorts, Casey undertook rigorous evaluation – program costs were high, and it was difficult to find mid-career candidates who could leave family and jobs to study in place for a full year. After a three-year break, a new, nonresidential model was launched. This 20-month program is leadership based, and focused on an area that Casey has invested deeply in – the health and well-being of children.

The **Kellogg Foundation**, which has a long history of leadership development through fellowship programs, has launched the **Community Leadership Network Fellowship**, an effort that will have long-term, 3-year fellows in two cohorts – one focused geographically, in areas where the foundation wishes to make a difference (Michigan, Mississippi, New Mexico and New Orleans) – and a national cohort, focused on discrete program areas (racial healing and equity). These two groups will work together to enhance Kellogg's work in areas it cares deeply about. Similarly, many government and municipal programs focus on strengthening the public sector. From the federal government's perspective, the **SC2 Fellows** program is seen as a way to deepen the impact of the federal government's urban economic development priorities by placing fellows in cities across the country. The **City Hall Fellows** program is also focused on the public sector, designed to inspire young professionals to seek out careers in the public sector. **Capital City Fellows** in DC is another example, sponsored by the mayor and focused on rotations through three different city departments during the 18 month fellowship. Other programs are geared to the non-profit sector. These include **Public Allies** (associated with AmeriCorps), a 10 month program that connects diverse young people (67% African

American) in full-time paid positions in non-profit organizations (the program covers up to 70% of salary).

Importance of the Host Organization

Another issue cited repeatedly by program managers and in evaluations and surveys, is the importance of a committed host organization. This is especially true of the person who is charged with supervising and mentoring the fellow (*see the note on the **National Urban Fellowship** program, in the **Matchmaking** section, above*). Also noted is the importance of access to a person in leadership, and being assigned to (or developing) a clear project that the intern/fellow can take ownership of. The lack of these elements is sometimes cited as a weakness in even the best programs. Requiring the host organization to pay some portion of the fellows' salary is a best practice, giving it a greater stake in a successful outcome. And if there is an expectation that the fellow will remain with the organization as an employee after the fellowship period ends, then there must be some demonstration that the organization will have the ability to pay the fellow's salary.

Baltimore Corps fellows receive a stipend of \$32,000 plus \$3,000 for healthcare and training, or \$35,000 total, and all of this is provided by the hosting organizations from nonprofit and civic sectors (with some subsidy if necessary on a case-by-case basis). The program allocates 2 FTEs to recruiting fellows, plus 30% of the CEO's time during the season. They allocate the same amount of resources – 2 FTEs and the CEO – to recruiting the right host organizations, who are willing to pay, and are required to be fully engaged in the program.

They are not alone. Many programs, such as the **Detroit Revitalization Fellows**, require deep engagement by the hosting organizations. After some early "lessons learned," the hosts now go through a rigorous selection process – there are 65 applications for 22 host sites. Similarly, the host site interviews between 10-12 applicants before selecting the best match. The host sites pay for the salaries and benefits, with varying levels of support from the program – everyone has "skin in the game." Fellows go through a two-three week orientation and immersion together at the start of the program with employers participating several times over the three week period.

The **SC2 Fellows** program presents an interesting lesson. For that program, the 7 participating cities were selected by a federal interagency team, they did not apply for the program. As a result, they had varying levels of commitment to the program. This, in turn, had an impact on the experience of the fellows. In addition, even if the mayor of a city was fully on-board with the program, fellows were not always placed with a supervisor who was readily accessible for day-to-day management issues. Cities were provided resources including the opportunity to participate in a two-day "bootcamp," peer exchange travel grants and a national network

workshop for all the city teams and partner organizations. In the evaluation process, the local project managers valued these activities, especially the national network workshop and would have also benefited from some additional training and cohort building activities along with the fellows.

Program Length

For many of the residential fellowship programs, nine months to one year was typical. **Coro**, and the **National Urban Fellowship** (residential portion) are nine months; **City Hall Fellows**, **ProInspire**, **Challenge Detroit**, and **Baltimore Corps** are all one year. **CUREx**-based programs are even longer, such as **Detroit Revitalization Fellows** (two years), **New Orleans Rockefeller Fellowship** (one and one half years), and **SC2** (two years). **Capitol City Fellows** are 18 months. We did not find any examples of less than nine-month, residential fellowship programs, outside of summer internships.

Need for Flexibility

It may seem self-evident, but flexibility is often cited as a “best practice,” with programs adapting to the needs of hosting organization, the cities in which they’re located, program partners, funders, and the fellows or interns themselves. Sometimes there is a misperceived need (example, it is thought that the host needs entry-level support when they really need project management ability). The best programs are able to become “learning organizations” and continuously adjust to reality.

Staffing and Management

The number of program staff is typically small, ranging from 1-6 FTE, depending on the number of fellows, the scope of the program and whether the training is done in-house or contracted out. Most programs have 1-2 FTE. Programs with a small number of staff rely to a greater degree on program partners, typically (though not always) on a volunteer basis. The host sites can also take on some administrative responsibilities. Most play at least some role in recruiting and selection, others play a more extensive role in management and training, especially those who are paying for all or a portion of the stipend or salary. Program alumni also take on some responsibility for recruiting and training at various sites.

The **Annie E. Casey Foundation Children and Family Fellowship**, a non-residential program, has a lead staff member and an assistant. The 20-month program recruits every three years, and is highly selective. A team of four consultants provides leadership training and coaching.

City Hall Fellows is a lightly-staffed program (1.2 FTEs) that relies heavily on the City of San Francisco staff and program alumni, many of whom are still employed by the city. The **Miami Foundation Leadership Fellows** program was originally managed by a team of consultants but the expense was considered unsustainable (\$500,000 per cohort of 16-18 fellows). The program reduced costs by bringing management back into the foundation, absorbed by one senior staff person (currently 20% of her time), and one coordinator (30%). The Florida International University (FIU) Center for Leadership, a key program partner, provides leadership development training.

Some larger programs have more staff. For example, the **Detroit Revitalization Fellows**, with 20-23 fellows, has a full-time staff of 4, augmented by a graduate student, consultants (assessment) and the university's payroll, benefit, marketing and fundraising resources. **Challenge Detroit** is a 501(c)3 nonprofit organization with strong corporate involvement and a focus on urban revitalization and attraction/retention of talent. A staff of 4 supports a one-year fellowship for 30 early to mid-career individuals. **ProInspire** is a non-profit, formed in 2009 to match younger, professional and corporate people with social sector employers. It has 5 FTEs.

Baltimore Corps runs their program in a "very business-like, lean manner." Even so, there is a team of 6 FTEs. About 1/3 of staff time is devoted to recruiting and working with fellows; a similar amount of resources are devoted to recruiting and managing host sites. The program also uses data extensively, and has staff with expertise in this area. They've developed their own proprietary software to help recruit and match fellows and hosts, and to track outcomes and benchmarks.

The **SC2 Fellows** program was administered by a management team comprised of the German Marshall Fund of the United States (GMF), the Maxine Goodman Levin College of Urban Affairs at Cleveland State University (CSU), and the Metropolitan Institute at Virginia Polytechnic and State University (VT). The management team of about 3.5 FTE was responsible for all aspects of the program including program design and development, fellow recruitment, selection, placement and mentoring; program management, operations, and budget; professional development activities, a comprehensive leadership training program, (the SC2 Management Academy run by CSU) for the fellows; and evaluation.

University Partnerships and Training

Many programs partner with universities, most frequently as training providers (**CUREx, Miami Foundation Fellows, SC2 Fellows**) and sometimes for evaluation. Sometimes the program is housed within a university; the original **CUREx program** was launched and administered by the University of Pennsylvania, and the **Detroit Revitalization Fellows** is administered by Wayne State University.

Every program offers leadership development and training using a mix of cohort-based, structured leadership training, individual professional development opportunities, coaching, mentoring and formal and informal team building activities that also serve to connect fellows to the civic life of the city. Some programs, especially those geared to entry-level professionals, offer a certificate or, in the case of the **National Urban Fellows**, a graduate degree.

The Annie E. Casey Foundation Children and Family Fellowship Program is a non-residential, 20 month, executive fellowship for mid-career professionals in the sector (leaders are developed “in place” with their current employers). There are 10 executive seminars or 4-5 days each, all around the country. The model is competency-based leadership, developed by Casey, with five focus areas. Each fellow brings his or her own project with them, and identifies the results they want to achieve by the end of the program. There is a dedicated coaching component, provided by a team of 4 for the 16 fellows. Many of the alumni have advanced in the field, including into positions of national leadership. **ProInspire** and **Baltimore Corps** also use the Casey Results Based Leadership curriculum.

A similar program that trains in-place professionals is run by the **Cleveland State University Center for Educational Leadership**. Like the **Casey** program, it is a non-residential, cohort based model. The program, which provides time for individual reflection in addition to cohort activities, is a “game-changer” for about 70% of the participants – indicated by promotions, new directions, and enrollment in PhD programs.

The Miami Foundation Leadership Fellows Program, is another non-residential cohort based training program. It credits its success to the partnership with **Florida International University (FIU) Center for Leadership**. FIU provides a full leadership development training program for the fellows, largely adapted from a program for senior executive leaders. Training is the single largest expense for the program, and is the core of what they do.

City Hall Fellows is a comprehensive “people accelerator” program that includes a robust, 300-hour training component, the “Civic Leadership Development Program.” Fellows spend one afternoon per week in training, and also access professional coaching and mentoring. Each fellow also takes a turn leading a four-hour seminar for their peers, and they are required to participate in a pro bono project in the community as part of the program.

The **SC2 Fellowship** pilot program is a capacity building program for cities. Fellows were provided with a comprehensive management and leadership training program that strengthened core competencies, enabled peer-to-peer learning, and built a cohort of professionals through seven management academies over the two year fellowship period. The SC2 Management Academy was developed and managed by Cleveland State University’s Center for Leadership Development, in concert with the SC2 management team. The Academy was based on the Center’s highly acclaimed Public Management Academy and fellows received a certificate upon completion. The training included site visits to each of the seven participating cities, professional coaching and an opportunity to interact with local experts. Each fellow also

had access to a \$5,000 professional and training development funds, mentoring, and access to broad networks of urban leaders in the U.S. and abroad through the German Marshall Fund. The **Detroit Revitalization Fellows** considered offering a certificate program but the fellows felt they didn't need it as most have master's degrees already. The program uses an outside vendor to provide training with customized leadership competencies. Fellows participate in training about one-half day per month. They also have access to an individual professional development coaches for 2-2.5 hours per month. Each fellow has a professional development plan and an individual professional training allowance.

The **CUREx** program was developed at the University of Pennsylvania and when the program was replicated in New Orleans, the University became an active partner, even after the original was discontinued. In the post-Katrina New Orleans Rockefeller Fellowship, the University of Pennsylvania was responsible for recruitment (mostly word of mouth) and training that lead to a Certificate in Excellence in Urban Redevelopment for the fellows (a select few were also invited to participate in training in "transformative leadership" at Duke University).

Challenge Detroit provides leadership training, and although placed in the corporate sector, each fellow completes a "community challenge," engaging with civic partners in transformative, pro bono project. They devote a full one day per week on this project, working with other fellows and a local nonprofit.

Program Costs and Funding

Fellowship programs are expensive. The costs associated with fellow salaries or stipends, benefits, training, etc. are equivalent to adding a group of new full-time employees. Almost all the programs require the host organization to cover a portion of the costs. This not only offsets some of the cost to the program funder (typically philanthropy), but more importantly, it gives the host organization a stake in the success of the program, as well as reduces program costs.

Most programs are funded by foundations, either a single foundation or multiple foundations (**e.g. Miami Fellows, Detroit Revitalization Fellows, SC2 Fellows, Baltimore Corps, CUREx, etc.**). A few are funded by cities (**e.g. City Hall Fellows and Capital City Fellows**).

Administration costs can be high – these are "high touch" programs that require a lot of personal time by high-skill individuals – senior leaders, managers, coaches and mentors. Programs can reduce these costs by relying upon volunteers, or by absorbing costs internally (incumbent staff run the program as a portion of their responsibilities). It can also be cost-effective to outsource the training and/or leadership development to an entity that capably provides this service, such as a university or nonprofit leadership development organization. It should also be noted that there are one-time start-up costs for program and training development.

For many programs, obtaining external funding is a challenge – many program leaders note that supporting salaries for a relatively privileged group (the fellows, even if from modest circumstance, are perceived as privileged by virtue of the rigorous selection process alone) making fundraising difficult. Often, after initial sources of seed money have been expended, it is up to board members and other program partners to raise funds to cover salaries, training and administrative expenses. This can be a heavy lift.

Several funding models are described below.

The **Miami Foundation Leadership Fellows** program is unique, in that they have both reduced costs (fewer consultants, more targeted work with a university to provide leadership development), and they have managed to create an endowment sufficient to cover the annual costs. The Foundation has assets of nearly \$224 million and distributes about \$12 million annually. There is an endowment of \$4.6 million to run the fellows program. The endowment originated with a 2007 \$2.8 million grant from the Kellogg Foundation - \$2 million for an endowment and \$800,000 to support two classes of Fellows at \$400K each. The Knight Foundation provided a \$1 million endowment match and The Miami Foundation built the endowment from various local donors. Both Kellogg and Knight had been key supporters of the Fellows program since it began in 1999.

The program is funded on an 18-month cycle. In its first cycle, the program cost was almost \$500,000. Over the next few cycles, the cost was reduced to \$400,000 of which \$160,000 was for program management, outsourced to consultants. Due to this, the decision was made to bring management back in-house. The current program budget is about \$260,000 per class (currently 17) including leadership development and international travel, but does not reflect the staff costs. The Foundation's senior VP for programs runs the program along with a program assistant and the staffing costs are absorbed by the Foundation. The highest single line item is for the leadership development with is supplied by Florida International University, whose program, developed for executives, is offered at a small discount.

For the **City Hall Fellows**, the City of San Francisco pays the fellows a “living wage” salary of \$47,000 plus benefits. With 16 fellows, this is a significant financial commitment of \$1 million annually from the city (and part of the reason why it's been difficult to expand into other cities). **City Hall Fellows** raises an additional \$125,000 - \$150,000 each year to cover administration costs, including 1.2 FTEs.

Challenge Detroit has an annual budget of about \$600,000, consisting of roughly 2/5 contributions, 2/5 grants, and 1/5 program services (IRS 990 report, 2014). This serves a cohort of 30, but the corporate partners play a strong role. In addition to a fee paid by the host employers of either \$3,000 (nonprofit) or \$6,000 (for profit), the program's “year four” is supported by the Hudson Webber Foundation, Pure Michigan (a state-wide branding and promotional organization), and corporate support from both nonprofit (United Way) and for-profit (Ford, Chrysler, GM, energy, health, finance, etc.).

The **Detroit Revitalization Fellows** budget is \$3.8 million per cohort (two-year placement). The current, third cohort will be 23 fellows (down from a high of 29 in the first cohort which was deemed to be too many for the fellows to develop the relationships necessary to be a cohesive group).

The program began in 2011, with early funding from the Hudson-Webber Foundation. The Kresge Foundation, which was familiar with the CUREx program and the Rockefeller Fellowship in New Orleans, was seeking strategies to prop up Detroit during the ongoing crisis. The program has received significant funding from Ford, Kresge, and Hudson-Webber, and smaller amounts from Knight, The Max M. & Marjorie S. Fisher Foundation, PwC Charitable Foundation, Inc., The Skillman Foundation, and the DTE Energy Foundation.. The program is hosted by Wayne State, which provides credibility and independence. They have commitments from funders for at least two more cohorts, bringing the total to at least five.

Baltimore Corps is a newer start-up (2013), with a budget of about \$2 million. This supported 10 fellows in the first cohort, which required a staff of 6 FTEs. Fellow stipends (\$32,000 plus \$3,000 for health expenses and supplemental training) are covered by the host sites, with some subsidy provided on a case-by-basis. The goal is to grow the program to serve 30-40 fellows annually, which would require 7-8 FTEs and a budget of \$3 million per cohort to be sustainable. Current host sites are nonprofit and civic, but the program plans to start to recruit corporations and multi-nationals to the mix, who can contribute more financially (a “cross-subsidy” model).

There was early support for the program from Echoing Green, a nonprofit that sponsors fellows in social entrepreneurship. Casey provided a fairly substantial start up grant to support training, and there is other national and local foundation and corporate support. A supplemental and more sustainable source of funding is a fee-for-service recruitment arm.

ProInspire has the hosting organization (nonprofit, public and social enterprise organizations) cover the full salary, and each contributes a \$6,000 management fee to support the program administration (estimated to be \$10,000 per fellow). This is a fairly lean program and the hosting organizations also commit to a large role in recruiting and selection, and alumni provide 1:1 mentoring.

The **SC2 Fellows** program was funded by a one-time grant from the Rockefeller Foundation to the U.S. Department of Housing and Urban Development. The budget was \$2.6 million for the two-year fellowship.

Civic Engagement, Attraction and Retention Strategies

In addition to providing a position with a host site, developing a cohort, leadership training, and providing a stipend or salary, many programs explicitly work to connect fellows to the

community. Efforts to attract or retain talent are often secondary goals, but even so, the outcomes have been impressive.

The **Miami Foundation Leadership Fellows** program seeks to create a cross-sector leadership network. Some years after the launch of the program, Miami had become “the place to leave” for many young professionals, and a secondary goal of “brain-retain” became an explicit part of the strategy. Senior leadership in the city participates in the program, leading seminars, hosting the fellows, and acting as mentors. **Of the 120 alums, all but 18 are still in Miami.**

New Orleans Fellows, based on the CUREx program, were mid-career professionals on track for middle management. Mostly single, about two thirds of the participants came from outside of New Orleans for the 18 month fellowship, and one third were local. **Of the 25 fellows who were active in 2006-2008, 20 are still in New Orleans.** Those that left did so because salaries remained too low in the city, or because they became frustrated with the bureaucracy, and perhaps a lack of appreciation for their work. Those that left have gone on to leadership positions nationally, and internationally, so it is viewed as a net gain for the field.

The **Detroit Revitalization Fellows** has a goal of building a cohort of leaders, and to attract and retain talent. Over a third of the fellows were with their host organization one year after the fellowship concluded. While the absolute numbers of fellows are small (about 20 per year), it does send a message that Detroit can attract and retain bright, talented people. Currently, **80-85% of the fellows remain in Detroit.** For this reason, and others, the program officer who launched it calls it “one of her best investments” ever (Kathy Locker, Knight).

Challenge Detroit requires fellows to live in the city. Although many are placed in the corporate sector, each fellow completes a “community challenge,” engaging with civic partners in transformative, pro bono project. **90% of the first year fellows remained in Detroit after the program, and 50% remained employed by their original host organization** (Annual Report, 2012-2014).

Baltimore Corps build the cohort by frequent high-touch efforts to connect them to each other and the city – weekly dinners, seminars, social events – they “flood them with social capital.” **100% of the first cohort of 10 fellows are still in the city post-fellowship, and all but one** are still with their host organization.

City Hall Fellows invests a significant amount of time and resources to ensure that the fellows are supported and effective in their role. It is comprehensive, offering training in civic leadership, professional coaching and mentoring. In addition, each fellow is expected to lead a seminar for the other fellows and develop a pro bono community project.

Although the program is relatively new (2008), there is a cohort of past fellows who are now embedded in the civic sector and who can help to play the role of connecting current fellows to networks. The alumni are critical to the success of the current cohort. They participate in

recruitment, selection (a process which also includes public employers, and professional peers) and mentoring. The results are significant – about 50% of the fellows remain employed by the host city, and many of the 110 total have gone on to senior leadership, and are also active in academia and civic sector advocacy.

Even programs with only one or two fellows can be an effective talent attraction and retention vehicle. For example, the **Gund Foundation Fellowship** program brings on one fellow for a two-year fellowship as a way to enhance internal program capacity at the foundation without adding full-time staff, and also to more fully develop local leadership. Although not explicitly developed as a “brain-gain” strategy, half of its 11 fellows to date have been attracted to Cleveland from outside the region. And 8 of the 11 total program participants are still in Cleveland, 3 of whom came from outside the region for the opportunity. This is a small but very successful contribution to both “brain-gain” and “brain-retain.” Fellows work closely with program staff, and manage projects; increasingly, they also spend some time working with a Gund grantee. They are encouraged to connect with Cleveland more broadly, although there is no formal program to help them do so.

Also in Cleveland is an unusual local program is sponsored by **Entrepreneurs Edge**, a non-profit “strategic resource for mid-market companies in northeast Ohio.” This is a full-time, two-month paid internship for local master’s level graduate students from diverse disciplines (or qualified rising seniors and non-traditional students), with placement in local for-profit enterprises. The class of 2014 consisted of 14 interns. It’s intended to bring fresh thinking to local companies, and provide real-world experience and leadership opportunities for young people. Nearly 70% of fellows stay in NEO after the program (brain-gain/retain). 35-40% of ideas turn into new business revenue for companies.

CONCLUSION

In conclusion, both internship and fellowship programs have demonstrated benefit for organizations, cities, and the individual fellows. These programs can be a core element of strategies to strengthen a particular sector (non-profit, public, social entrepreneur); develop, attract and retrain talent to a sector or a place; and create a cohort of engaged, committed professionals to help revitalize neighborhoods and regenerate cities. They can be incubators for a new generation of change agents. Armed with a strong support network and embedded in organizations and communities, urban fellows can bring “fresh eyes” and a “can do” attitude to traditional organizational cultures. They can also provide often-overwhelmed public and nonprofit organizations with different types of short- and long-term capacity.

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Other Resources

ProFellow is an online resource for both prospective fellows and those with fellowship programs to promote. It was developed “by fellow, for fellows” and can be found here:

<https://www.profellow.com/>

Promise of Urban Fellows is a new website that “explores how to define, support, and improve urban fellowships so they can contribute to making cities more vibrant and resilient”

<http://www.promiseofurbanfellows.com/>

APPENDIX A. INTERVIEWS AND INTERVIEW QUESTIONS

INTERVIEWS

Nelson Beckford, Senior Program Officer for Strong Communities, Saint Luke's Foundation
Graig Donnelly, Director, Detroit Revitalization Fellows, a program of Wayne State University
Deena Epstein, Senior Program Officer for the Arts, George Gund Foundation
Miguel A. Garcia, Jr., President and CEO, National Urban Fellows
Charisse Grant, Sr. Vice President for Programs, Miami Foundation, Miami Fellows Program
Fagan Harris, CEO of Baltimore Corps
Katy Locker, Detroit Program Director, Knight Foundation, Detroit Revitalization Fellows
Monisha Kapila, Founder and CEO, ProInspire
Nancy Montoya, consultant, New Orleans Fellowship
Deborah Morin, Ph.D., Director, Cleveland State University's Institute for Educational Leadership, the Educational Policy Fellowship Program
Michael Rocco, Executive Director, City Hall Fellows
English Sall, PhD candidate and co-director, Aspen Institute Impact Careers Initiative
Barbara Squires, Director of Leadership Development, Annie E. Casey Foundation

INTERVIEW QUESTIONS FOR PROGRAM DIRECTORS

Program Overview

1. When was the program established?
2. Why was it established?
3. What are the goals of the program? Leadership development, sector (non-profit, public) talent attraction, geographic talent attraction, professional development, enhancing capacity in the non-profit or public sector.
4. What are the other program components? Is there a training component? Mentoring/coaching? College/graduate credit?
5. How do you build the cohort, and connect them to the city, and to other important networks?
6. If another program like CUREx was a model, how was it adapted (for instance, for Detroit)?
7. What's the demographic breakdown and where do the fellows come from?

Program operation:

1. Who manages the program? If there are different partners with different roles, can you describe them briefly?
2. Where are the interns/fellows placed? (type of organization, geography)
3. How many interns/fellows per cohort?
4. What is the length of the internship or fellowship?

5. How selective are you (ratio of applicants to admissions)?
6. From how large a geography do you recruit applicants? Are you working to attract people from outside the region as a goal? What's the ratio of local to non-local applicants/participants?
7. How do you recruit the fellows/interns?
8. Do the fellows/interns receive a stipend? A salary? What is the amount? Are there other benefits? Is there a tuition reimbursement and/or student loan hold?
9. How do you help embed / acclimate the fellows to your city? Are the existing alumni and other networks vital in this? How do you facilitate these relationships?
10. What is required of participating employer/host organization (training/salary/"first look" commitment to hire post intern/fellowship)?
11. How do you recruit and retain employers/hosts?
12. What is the approximate annual cost of the program (stipend/benefits/administration)?
13. How is the program funded?

Program Impact

1. Do you conduct any evaluation of the program? If so, what type?
2. How do you measure impact?
3. Of the total number of interns/fellows, about what percentage have remained in the area afterwards? How many have been employed by the host organization/employer?
4. What are some of the greatest impacts on the individuals who've participated? On the hosting organizations? On your organization, and your community as a whole?

Lessons Learned

1. What factors do you think make this program attractive? Are there similar programs that compete for applicants?
2. What do you think are the greatest strengths of the program?
3. What do you feel are areas that could be improved?
4. What do you feel contributes to the sustainability of the program?
5. If you were to do this all over again, what do you think are the greatest "lessons learned"?

APPENDIX B. FELLOWSHIP PROGRAM MATRIX

Fellowship Programs															
Basic Information					Key Program Components										
Program Name	Type	Career Stage	Duration	Lead Organization	Placement (Matchmaking)	Project-based	External Partners	Leadership Development	Training (Degree/Certificate/Program)	Cohort-building	External Networks	Mentorship and Coaching	Flexibility	Type of Host Site	Civic and Social Programming
Leadership Development, People Accelerators															
Coro Fellows	People Accel.	Early career	9 months	Coro National		✓	✓	✓				✓	✓	P	
Kellogg Fellows - WWKF Community Leadership Network	People Accel.	Early to mid-career	3 years	Kellogg		✓		✓		✓	✓	✓	✓	n/a	
Coro Fellows	People Accel.	Early career	9 month	Coro National		✓		✓				✓	✓	P	
Miami Fellows	People Accel.	Mid-career	14 month	Miami Fdn		✓	✓	✓	✓	✓	✓	✓		N, P	
Educational Policy Fellowship Program	People Accel.	Early to mid-career	1 year	IEL, EPFP			✓	✓		✓	✓	✓	✓	N/A	
Civic Sector Focused Programs															
City Hall Fellows	Match Maker	Recent grad	1 year	City Hall Fellows	✓	✓	✓	✓		✓	✓	✓	✓	P	
Capital City Fellows	Strateg Employ	Recent MA	18 month	Mayor, DC		✓			✓	✓			✓	P	

One Year Fellowship Programs															
ProInspire Fellows	Match Maker	Early career	1 year	ProInspire	✓				✓	✓			✓		N
Challenge Detroit	Match Maker	Early to mid-career	1 year	The Collaborative Group	✓		✓	✓		✓	✓		✓	C, N	✓
Baltimore Corps	Match Maker	Mid-career	1 year	Baltimore Corps	✓	✓	✓	✓		✓	✓	✓	✓	C, N	✓
Longer Term, Mid-Career Fellowships (various types)															
Annie E. Casey Children and Family Fellowship Program	People Accel.	Executive leaders	20 month	Annie E. Casey				✓	✓	✓		✓	✓	N/A	
Strong Cities, Strong Communities (SC2)	Match Maker	Mid-career	2 years	White House Council on SC2	✓	✓	✓	✓	✓	✓	✓	✓	✓	P	✓
Center for Urban Excellence (CUREx)	Match Maker (not active)	Early to Mid-career	2 years	Univ. of Penn.	✓	✓		✓		✓			✓	N	
Rockefeller Fellows - New Orleans (CUREx)	Match Maker (not active)	Mid-career	1.5 years	Rockefeller	✓	✓	✓	✓	✓	✓		✓	✓	N, P	
Detroit Revitalization Fellows Program (CUREx)	Match Maker	Mid-career	2 years	Kresge	✓	✓		✓		✓	✓	✓	✓	N	✓
National Urban Fellows	Match Maker	Mid-career	14 month	National Urban Fellows	✓	✓		✓	✓	✓	✓	✓	✓	N	✓

Fellowship Programs										
Administration								Goals		
Program Name	Program Management	No. of program staff	No. of fellow /year	Fellow Base Salary/ Stipend	Program Budget	Who pays the fellows?	Who covers administrative and other program costs?	Introduction to Career Path	Brain gain/retain	Build Sector/Org Capacity
		FT = Full time PT = Part time								
Leadership Development, People Accelerators										
Coro Fellows	Coro	n/a	12 per host , five hosts	None (stipend available)	n/a	Tuition, (scholarship avail)		✓		✓
Kellogg Fellows - Community Leadership Network	Kellogg	n/a	100 local, 20 national	\$60,000 stipend/3 years	n/a	Program	Kellogg			✓
Miami Fellows	Miami F., Florida Intl University	2 PT	16-18	None	\$260k	n/a	Kellogg, Knight		✓	✓
Educational Policy Fellowship Program	Cleveland State University	3 FT, 1 PT		None	\$350k	Employer				✓
Civic Sector Programs										
City Hall Fellows	City Hall Fellows	1 FT, 1 PT	15-16	\$47,000	\$1 million salary, \$150k program	City	Fundraise for program staff via individual donors	✓		✓
Capital City Fellows	City, Mayor		Varies	\$53,560	n/a	City	City	✓	✓	✓
One Year Fellowship Programs										
ProInspire Fellows	ProInspire	3 FT	25	\$45,000-47,000		Employer		✓		
Challenge Detroit	Challenge Detroit	4 FT	30	\$36,000 + benefits/housing	\$600k	Employer	Hudson Webber, Others		✓	
Baltimore Corps	Baltimore Corps	6 FT	10, 30-40	\$32,000 + \$3,000 health and training	\$ 2 million excludes salary	Employer	Casey, others		✓	✓

Longer Term, Mid-Career Fellowships										
Annie E. Casey Children and Family Fellowship Program	Annie E. Casey	2 FT, 4 faculty	16	None	n/a	n/a	Casey			✓
Strong Cities, Strong Communities (SC2)	German Marshall, Virginia Tech, CSU	6 PT	17	\$60,000 + \$5,000 health care	\$4.2 million	German Marshal	Rockefeller foundation grant to HUD			✓
Center for Urban Revitalization (CUREx)	University of Penn.	Contract Faculty and grad students	10	\$60,000		Employer		✓	✓	✓
Rockefeller Fellows - New Orleans (CUREx)	University of Penn.	1 FT	25	\$60,000		Employer, with subsidy			✓	✓
Detroit Revitalization Fellows Program	Wayne State University	4 FT, 1 PT grand student plus consultants	22	\$50,000 - 80,000	\$3.8 million	Employer, w/subsidy, 50% average	Kresge, Ford, Knight, Hudson Weber, other funders		✓	✓
National Urban Fellows	NUF, Baruch College, City College of NY	6 FT	40-50	"Living Stipend" \$25,000		Host org via \$77k program fee	Robert Wood Johnson	✓		✓

Local Fellowship and Internship Programs															
Basic Information					Program Components										
Program Name	Type	Career Stage	Duration	Lead	Placement (Matchmaking)	Project-based	External Partners	Leadership Development	Training (Degree/Certificate)	Cohort-building	External Networks	Mentorship and Coaching	Flexibility	Host Site	Acclimation to city
Leadership Development, People Accelerators															
Neighborhood Leadership Development Program	People Accelerator	Emerging Community Leaders	9 mo.	Mandel Fdn						✓		✓			✓
(i)Cleveland	Embedding	Undergrad	6 week	CLC						✓	✓				✓
Look Up to Cleveland	Embedding	High school	1 week	CLC											✓
Matchmaking Programs															
Cleveland Foundation Summer Internship Program	Match-maker	Undergrad and Master's	11 week	CF	✓	✓		✓		✓	✓		✓	N, P	✓
Entrepreneur's Edge	Match-maker	Master's students	2 mo.	Entrep .Edge	✓	✓					✓	✓	✓	C	
Summer on the Cuyahoga	Match-maker	Undergrad (3rd/4th year)	8-10 week	SOTC	✓					✓	✓			C, P, N	✓
Hillel Internship Program	Match-maker	Undergrad (3rd/4th year)	10 week	Cle. Hillel	✓			✓		✓	✓			C, N	✓
Launch Pad															
Flashstarts	Launch Pad	Undergrad and grad	12 week	Flash-starts		✓									

Strategic Employer/Career Exposure															
Gund Foundation Fellows	Strategic Employer	Early to mid-career	2 years	Gund									✓	✓	N/A
Clinic-Based Programs (NEOREMA, Pathways, Applied Medicine, et al.)	Career Exposure	Middle and high school	2-9 week	Clinic Civic Educ. Init.		✓							✓		
Sherwin Williams (intern/coop programs)	Strategic Employer	Under-grad and grad	12 week to 1 year	Corp.		✓							✓		
Northeast Ohio Sewer District	Strategic Employer	Under-grad and grad	3 mo. to 3 years	Corp.		✓							✓		
Lincoln Electric	Strategic Employer	Under-grad and grad	3 - 6 mo.	Corp.		✓							✓		

Local Fellowship and Internship Programs										
Administration								Goals		
Program Name	Program Management	Number of full or part-time program staff	Number of fellows/year	Base Salary/Stipend	Program Budget	Financial Support of Stipend	Key Funders	Career Path	Brain gain/retain	Capacity Building
Gund Foundation Fellows	N/A	Internal staff	1	\$45,000 + benefits		Gund	Gund			✓
Cleveland Foundation Summer Internship Program	Cleveland Foundation	Internal staff	16	\$12/hr		CF	Cle Fdn	✓		✓
Entrepreneur's Edge	Entrepreneur's Edge, hosting org	1	14	\$3,000/mo			Knight, Harvard Club of NEO, Burton D. Morgan Fdn		✓	✓
Summer on the Cuyahoga	Summer on the Cuyahoga	2	50-70	Varies		Host	Gund, various corps	✓	✓	
Hillel Internship Program	Hillel	2	50	\$10-12/hr		Host			✓	
(i)Cleveland	Cleveland Leadership Center	1		N/A		N/A			✓	
Flashstarts	Flashstarts	2	20					✓		
Look Up to Cleveland	Cleveland Leadership Center	1		N/A		N/A			✓	

Clinic-Based Programs (NEOREMA, Pathways, Applied Medicine, et al.)	Cleveland Clinic, Tri-C, Kent State University	1						✓		
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Summary Table: Fellowship Programs Best Practice Scan

Leadership Development, People Accelerators	
Program Name	Lessons Learned
Coro Fellows	Cleveland Foundation had past relationship; program discontinued.
Kellogg Fellows - WWKF Community Leadership Network	Kellogg has a long history of Fellowship programs designed to develop leaders. Regional fellows in "priority areas" (geographic), national fellows in areas Kellogg cares about. Kellogg has made a six year initial commitment to this program.
Miami Fellows	Leadership first goal; secondary goal of "brain-retain" became an explicit part of the strategy. Initial high cost, including overuse of consultants, reduced by bringing management back into Foundation. Current staffing consists of one senior staff person (20%), and one coordinator (30%). Main program expense is for leadership training (Florida International University). Recruitment via networks of foundation, civic and nonprofit leaders, alumni, and community leaders. The alumni group of 120 individuals is very involved in the recruitment, selection and mentoring of fellows. A deep dive with civic leaders connects fellows to community. Miami Foundation now has an endowment of \$4.6 million to run the program.
Educational Policy Fellowship Program - Cleveland State University	Non-residential leadership development in education is the focus - rigorous. University developed their own curriculum around key elements of effective leadership. Estimate the program has been a "game-changer" for about 70% of program participants.
Civic Sector Matchmaking Programs	
City Hall Fellows	One-year duration is a good time period, defined scope of work that advances a critical need. Recruitment and screening are very important. Leadership Development program is 300 hours of training for the fellows, plus a 3-week orientation. Program also includes community projects, professional development, and individual development plan. Full time administrator needed for 15-16 fellows. Flexibility is key. Must meet the needs of the fellows. Develop an advisory board with funders, host organizations and alums. Include an evaluative component (i.e., surveys to fellows).
Capital City Fellows	Rotate through three City departments over 18 months provides a broad exposure - management training leverages skills.
One Year Fellowships	
ProInspire Fellows	Willingness to offer competitive salary critical in attracting high-caliber talent. Funders prefer a focus on program element or issue. Alumni are paid for consulting, providing assistance with interview and selection.
Challenge Detroit	Heavy corporate involvement, both in funding, and as hosts, although nonprofit and civic also participate.
Baltimore Corps	Managing the expectations of all of the differing partners – fellows, hosts, funders, board, etc. Relatively small knowledge base in the field. Have developed a robust data system to recruit, match and track outcome. May consider franchising/expanding, have discussed Cleveland as a site.
Longer Term, Mid-Career Fellowships	
Annie E. Casey Children and Family Fellowship Program	Program was developed to help leverage Foundation impact beyond grant-making. Original program residential, 11 months. Now non-residential, 20 months, no stipend, focus on leadership development. Program focuses on developing core competencies in results-based leadership (Casey developed their own program). Don't do training on fundraising or how to work with a board - these are technical skills and others do this. Focus on results-based data, adaptive leadership, and being intentional about race. Program evaluation has resulted in many changes over time. Difficult to be objective.

	Active alumni network, Casey supports two convenings per year.
Strong Cities, Strong Communities (SC2)	<p>A good placement/match and a good project can be catalyst for change in public and nonprofit sector organizations.</p> <p>Development of new capacities or the enhancement of existing capacities takes time to scale</p> <p>Place-based interventions align with “equitable” economic revitalization and community development.</p> <p>Align fellowships with other public and nonprofit programs, policies, and initiatives within a particular place.</p> <p>Fellowship program can be catalysts for changing dysfunctional systems and organizational cultures.</p>
Center for Urban Redevelopment Excellence (CUREx)	<p>Program no longer active but very influential.</p> <p>Over three years, shift focused from "new and talented" to "best and brightest" (from "creating" to "finding" leaders).</p> <p>Univ. of Pennsylvania developed their own six week curriculum - changed from "one size fits all" to focus on unique needs.</p> <p>Found that more established organizations with good leadership were better hosts than start-ups.</p> <p>Funding difficult - shift from 50% subsidy of \$60,000 salaries to none - salaries negotiated and paid by host in final year.</p> <p>Evaluation ambivalent on impact (Patrizi 2006); yet it has been influential.</p> <p>Replicated in New Orleans, Detroit, and influenced SC2 program design.</p>
Rockefeller Fellows - New Orleans (CUREx)	<p>Having an external evaluator is important, but there is an additional cost.</p> <p>Developing a platform for fellows to share their learning has value, if done right.</p> <p>Be clear about what you want to accomplish.</p> <p>University of Pennsylvania was a critical component, valued by the fellows for networks, prestige, and training.</p> <p>Recruitment: In selecting fellows, CUREx advises that we ‘pick passion and dedication over paper experience.’</p> <p>Use partnerships and pay for what’s needed to achieve economies of scale, and commit for at least three years.</p> <p>Smaller nonprofits benefited more from hosting Fellows than more established redevelopment firms.</p>
Detroit Revitalization Fellows Program (CUREx)	<p>They are investing in the future, building a cohort of leaders. Recruitment/leadership development key.</p> <p>Host organization sector can change depending on need/ability - hosts must be committed.</p> <p>The program shifted from “new and talented” to talented individuals already in the field or relevant experience.</p> <p>Capacity building and talent attraction are important but it's the network of individuals who are key.</p> <p>Detroit uses a leadership model with modules around key competencies.</p> <p>Housing at an academic institution provides independence and credibility.</p> <p>Had a bumpy start due to trying to run with PT staff and contracting - didn't work. Need full time staff: 4 FTE.</p> <p>Need to make a long-term commitment (3-5 years).</p> <p>Create an advisory committee of funders, hosts, partners, and alums - help shape, recruit and promote.</p> <p>Focus on “brain gain” component has evolved from outside attraction to retention of local talent.</p>
National Urban Fellows	<p>Have a well-defined, focused, and challenging project-based assignment with practical applications.</p> <p>Nine months is a good amount of time for keeping the fellows focused and delivering a solid end product.</p> <p>Recruit and select people with a passion for public service/nonprofits and potential to as future leaders.</p> <p>Mentors at the host organization are key. Pick carefully and provide them with in-person orientation/training.</p> <p>Retain flexibility to tweak the program as needed.</p> <p>Fellows do a good job of finding their own housing. The program provides a housing stipend.</p>
Local Programs (Various Types)	
Cleveland Foundation	Interns who reported the best experience had strong supervision/mentor at host organization.

Summer Internship Program	<p>Program is lightly staffed, requires much volunteer time for other CF staff. Could increase alumni roles.</p> <p>Program now is very broad, from sophomores to grad students. Will need to narrow and articulate with fellowship program.</p>
Gund Fellows	<p>Program was conceived of as a way to increase staff capacity without adding staff.</p> <p>Originally, fellows spent all of their time with program staff. They are now adding more time with grantee orgs.</p> <p>Program has attracted people to the area, and many have stayed.</p>
Entrepreneur's Edge	<p>Places the onus of management on the hosting organizations to a large extent.</p> <p>Nearly 70% of fellows stay in NEO after the program.</p>
Saint Luke's Foundation	<p>Newly-launched Bream Fellowship with Thriving Communities.</p>
Cleveland Leadership Center	<p>Experiential, immersion program designed to accelerate professional development of civic leaders.</p> <p>Fellows agree to remain in Northeast Ohio for two years following completion of the program.</p>

Note regarding matrices: We collected the information from our scan of the fellowship programs, the sources of which were program director interviews, websites, and program reports. We chose to organize the information into four categories: basic information, key program components, administration and goals, and best practices. Below are a few notes on these four categories.

Basic Information

- **Type** (based on the ProInspire study): Matchmaker, People (or Sector) Accelerator, Strategic Employer, or Launch Pad. For the local summer internship programs, which include opportunities for high school and college students, we added two other types of programs: embedding, which facilitates social and civic programming in order to acclimate interns, and career exposure, which gives students the opportunity to explore a new career field.
- **Lead Organization:** This is the organization that spearheaded the program idea.

Key Program Components

- **External Partners:** Some programs choose to contract out for training programs or other components with partners who already have resources available.
- **Flexibility:** Many program directors mentioned that having flexibility as a key component allowed them to adjust their program or structure to fit evolving needs or goals.
- **Type of Host Sites:**
 - N = Non-profit
 - C = Corporate
 - P = Public
- **Civic and Social Programming:** This may include social outings, community service events, civic gatherings, etc.

Goals

We noted that most programs accomplished one or more of the following goals:

- An introduction to a career path
- Brain gain or brain retain
- Building capacity within an organization