



NEW SECTOR ALLIANCE
Leadership Longevity

The Boston
Foundation **tBf**

Leadership Longevity Fellowship

2023 Greater Boston Cohort:

Program Overview

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About the Leadership Longevity Fellowship

Why this Fellowship?

Burnout is endemic to the social impact sector. COVID-19 and the nation's racial and socio-political reckoning have only exacerbated this issue, taking a devastating toll on mission-driven organizations and the communities that they serve. While private companies are increasingly offering employees perks and programs to support their mental well-being and physical health, nonprofit employees continue to do more with less. Although some communities have an overabundance of high-quality resources, many nonprofit leaders focused on addressing society's most pressing problems are pressed themselves - overburdened, overtaxed, and unable to set aside time to use available resources.

Frontline leaders - those working in close proximity to the individuals, communities, and issues that their organization serves - of nonprofits serving historically marginalized communities have been disproportionately impacted.¹ Furthermore, Black, Indigenous, and People of Color (BIPOC) leaders are often impacted by the same systemic issues their organizations are seeking to address, compounding the effects of burnout. A recent study showed that while 70% of mid-level managers are not job searching, 50% reported frequently experiencing burnout.² To that end, a recent scan of leadership development opportunities in Massachusetts revealed a gap in opportunities for programs among early to mid-career professionals in the sector. This dynamic presents an urgent opening to support the wellness and career development of BIPOC, frontline, and mid-level leaders, who are poised to grow their impact and influence within their organizations.

If we want to see today's gains in social and environmental progress maintained for the long haul, we must invest in the leadership development and wellness of those who power such progress, so that they can build fulfilling careers and lives that allow them to advance their work over a span of decades. The [Leadership Longevity Fellowship](#) centers the development and wellness of mid-career nonprofit professionals to address leadership pipeline issues in the sector and grow their individual capacity for well-being and impact. As a result of this program, New Sector Alliance (New Sector) and the Boston Foundation (TBF) hope to contribute to the success of the next generation of nonprofit leaders.

¹ Nonprofit Quarterly: Avoiding Burnout and Preserving Movement Leadership, 2021.

² Causewave Community Partners: Supporting the Nonprofit Talent Pipeline in Western NY, 2023

Program Overview

Building on New Sector's learnings from a [national pilot](#) of the Leadership Longevity Fellowship launched in December 2022, New Sector and TBF will launch a [2023 cohort](#) for mid-career nonprofit leaders in the [catchment area](#) of Greater Boston, Massachusetts, with an initial focus on current and recent TBF grantee partners. Starting in May 2023 and concluding in September 2023, this five-month hybrid (in-person and virtual) fellowship program is designed to have a high-touch impact on individual pilot program participants while leveraging technology and other resources to have a large-scale impact on a much broader population over time. During the 2023 program, we will select 12-15 Leadership Longevity Fellows using the Eligibility and Selection Criteria listed in the following sections.

Eligibility Criteria

The Leadership Longevity Fellowship will support leaders who meet all of the following eligibility requirements:

- **Location:** Reside and work within the [catchment area](#) of Greater Boston, Massachusetts. *
- **Partnership with TBF:** Are employed by an organization that is a current or recent (within the past five years) grantee partner of TBF. *
- **Organization:** Are currently employed full-time by a 501(c)(3) nonprofit (or fiscally sponsored nonprofit*) that serves vulnerable or historically marginalized communities through direct services or movement building/advocacy work. *
- **Current Role:** Are currently a mid-level leader or in a middle-management position (managers, specialists, directors, etc.) where you lead others and/or are responsible for administering a program or initiative. As well, you currently hold or have held a frontline role in the past three years, working in close proximity to the individuals, communities, and issues that your organization serves. Examples of frontline leaders include program staff, community engagement staff, social workers, therapists, attorneys, educators, trainers, etc. *
- **Experience:** Have at least five years of paid work experience in the nonprofit sector. This may be through a combination of employment at your current and/or former nonprofit organization(s). *
- **Age:** Are at least 21 years of age. *

We are committed to advancing individuals who are disproportionately impacted by burnout and lack of wellness programs in the sector; therefore, we seek to shape a

cohort of mid-level, frontline staff that reflect the communities they serve. We encourage prospective nominees of marginalized identities to apply.

**A fiscal sponsor is “a nonprofit organization that provides fiduciary oversight, financial management, and other administrative services to help build the capacity of charitable projects” (National Council of Nonprofits).*

Who is not eligible for the 2023 Fellowship?

- CEOs, Executive Directors, or founders
- Employees of private foundations focused primarily on grantmaking instead of operating foundations that create and execute on programming in addition to grantmaking
- Employees at 501(c)(4) organizations
- Employees of government entities/agencies, including federal, state, and local governments and government agencies
- Board members of an eligible organization who are not also an employee at that organization

Selection Criteria

Once eligibility requirements above are met, fellows will be selected based on the following:

- Ability to fulfill all program requirements, including attendance at the in-person kick-off session (May 2023 in Boston, MA), virtual bi-monthly Zoom sessions (see program dates below), and attendance at the closing gathering (September 2023 in Boston, MA)
- Support from their direct supervisor to participate in the program
- Diversity of lived experience, racial/ethnic background, gender identity, type of role, type of organization, demographics served, and type of location served (urban/suburban/rural)
- Applicants who center equity in their work by helping to dismantle systemic, structural, and commonplace inequities in their communities
- Demonstrated ability to work collaboratively with co-workers, organization’s constituents, or those in their broader network

- Motivated to leverage program learnings to positively influence their work, impact in the community, and personal career journey

Program Dates

The self-nomination deadline is Monday, April 17, 2023 at 9:00 AM ET. Fellows will be selected and notified by early May 2023. See details about the self-nomination process in the [Self-Nomination Process and Selection](#) section.

The fellowship program encompasses an in-person kickoff convening, virtual workshops and small group gatherings (twice per month), and an in-person closing convening and celebration (see dates below).

The first session of each month will be dedicated to delivering New Sector’s science-based curriculum, and the second will be focused on small group peer coaching and action planning. Sessions will be led by New Sector’s experienced facilitation team and subject-matter experts. Please find the team’s bios on page 12.

EVENT	DATE	LOCATION
In-person kickoff convening	Monday, May 22, 2023, 9am-5pm ET	The Boston Foundation Boston, MA
Virtual workshops and small group gatherings	From 4-6pm Eastern on the following dates: <ul style="list-style-type: none"> • Thurs, June 15 (Full Cohort) • Thurs, June 29 (Peer Groups) • Thurs, July 13 (Full Cohort) • Thurs, July 27 (Peer Groups) • Thurs, Aug 10 (Full Cohort) • Thurs, Aug 24 (Peer Groups) 	Virtual, online
In-person closing convening and celebration	Monday, September 18, 2023, 9am-5pm ET	The Boston Foundation Boston, MA

Self-Nomination Process and Selection

The Leadership Longevity Fellowship nomination and selection process includes the following:

Step 1: Self-Nomination:

Self-nominations will be reviewed on a rolling basis until **Monday, April 17, 2023 at 9:00 AM ET**. Sections of the [online form](#) include:

- **Section 0: Eligibility Screening** - This section will help you determine your eligibility for the Fellowship based on our [Eligibility Criteria](#).
- **Section 1: The Basics** - This section will ask for basic personal and professional information (contact info, organization info, etc.).
 - Please have either your LinkedIn profile or resume/CV readily available.
 - We will also request your direct supervisor's name, title, and email address in this section. Following the self-nomination deadline, we will email your direct supervisor to share program information and key dates, and to ensure you will have their support to participate fully in the program. This helps to ensure that you won't have to use vacation or personal time to participate in the Fellowship.
- **Section 2: Short Answer Questions** - This section will ask you to respond to four short answer questions, listed below. These may be submitted as a video, written response (500 words or less per question), or by scheduling a ~15-minute virtual meeting with staff from the New Sector and TBF program team.
 1. In reflecting on your career path and your role(s) within your organization, the nonprofit sector, and the community you serve, describe what you hope to gain from participating in this program. How do you see yourself growing personally and professionally?
 2. Please describe ways in which you center equity in your work (e.g., practices and behaviors that seek to dismantle systemic, structural, and commonplace inequities in our teams, organizations, or communities). What have you learned from this?
 3. In what ways do you work to deepen authentic connections among your co-workers, organization's constituents, or those in your broader network? Share an example of how you've worked collaboratively to advance or deepen your community.

4. Tell us about an intervention, solution, or idea you brought to your organization or community. What did you attempt to change or accomplish, and what impact did you have? Did you encounter any barriers? If yes, how did you overcome those barriers and/or what did you learn from that experience?
- **Section 3: More About You** - This section will ask more about your demographic information, identity, any accommodations you require, etc. *Please note, while every question in this section is required, you may select "Prefer Not to Share" or "Self-Describe."*
 - **Section 4: Commitments and Final Confirmation** - This section confirms your understanding of the Fellowship benefits and requirements.

Step 2: Interview

Based on the volume of nominations received, we may invite you to participate in a virtual interview on Zoom with members of the New Sector and TBF program team.

Step 3: Confirmation of Acceptance

You will receive a notification regarding our selection decision by early-May, 2023. Those selected will receive a welcome packet and other acceptance paperwork. If you are not selected, you will be notified by email.

Frequently Asked Questions

Self-Nomination Questions

When are self-nominations due?

Self-nominations will be reviewed on a rolling basis until **Monday, April 17, 2023 at 9:00 AM ET** via our [online form](#).

Can I nominate someone else?

No. While we welcome your sharing this fellowship with individuals and organizations in your network, we will only accept self-nominations for this round of the Fellowship.

How much time will the self-nomination form take to complete? Can I start my nomination form and return to it at a later time?

We anticipate the self-nomination form will take approximately two hours to complete depending on how much time you devote to the short answer questions. We recommend that you work on your responses to the short answer questions in a separate document until you are ready to submit the entire nomination form at once. You may download a copy of the questions on New Sector's [website](#).

To make this as streamlined as possible for nominees, we are providing the option to schedule a ~15-minute virtual meeting with someone from our program team in lieu of written responses to the short answer questions.

You may also choose to respond to the questions in a written or video format. If responding by video, please upload your file to a platform such as YouTube, Vimeo, or Loom, make sure that anyone with the link can access it, and insert the link into the response field for the question the video is answering.

Can I mail or email my self-nomination to you rather than submitting it online?

Unless a reasonable accommodation has been requested, we will only be accepting self-nominations through the online form. Please contact us at LLF@NewSector.org for any questions or requests.

How do I know if my self-nomination was successfully submitted?

The self-nomination form will automatically generate an email notification once you've submitted it. If you do not receive an email notification, your nomination has not reached us, and you should submit the self-nomination again.

Why do I need to share my direct supervisor's contact information?

We will reach out to your direct supervisor via email with information on the fellowship, key program dates, and to confirm their support of your participation in the fellowship. This helps us to build a positive relationship with your supervisor upfront and to ensure

that they support you in taking full advantage of all of the benefits the fellowship can offer you. For example, we'll ask your supervisor to approve any time you spend on the fellowship experience as paid work time (not vacation or sick time).

I have a health condition or personal circumstance that might prevent me from fully participating in the fellowship. Can I still submit a self-nomination?

Yes. We want to create an environment where all Fellows can fully participate. In the self-nomination form, there is an opportunity to share any accommodations you may need to ensure the environment supports your abilities and personal circumstances.

What if I don't meet all the eligibility criteria?

If you do not meet all of the eligibility criteria, we ask that you not submit a nomination for this round of the Fellowship. If you have questions about eligibility that are not outlined in these FAQs or the self-nomination form itself, email LLF@NewSector.org.

If I have participated in previous New Sector Alliance fellowships (including RISE and Summer Fellowships), am I eligible for the Leadership Longevity Fellowship?

Yes. As long as you meet all of the eligibility criteria, you will be able to apply for the Leadership Longevity Fellowship.

Selection Process

How many Fellows will you select?

We anticipate accepting 12-15 Fellows.

What do you look for in candidates? How can I ensure my nomination stands out?

We will review nominations only from candidates who meet the eligibility requirements. Thereafter, we'll use the selection criteria described above.

Please note, we anticipate receiving far more self-nominations than we are able to accommodate for this inaugural Greater Boston cohort.

What kind of feedback will I receive if I'm not selected?

Due to the anticipated volume of nominations, we will be unable to provide feedback for candidates whose nomination has been declined.

If my nomination is not selected, can I reapply again in the future?

Yes. As long as you continue to meet the eligibility requirements, you may apply again for future New Sector Alliance fellowships.

Fellowship Experience

Will there be in-person convenings for this program?

As a member of the 2023 cohort, you'll meet in-person twice in Boston, MA. Once in May 2023 for the kick-off session and again in September 2023 for the closing session. All

other meetings will take place virtually. If you have any questions, concerns, or restrictions that might prevent you from participating in the in-person convenings, please indicate in the self-nomination form.

What health precautions will be taken for the in-person component of the program?

We are following best practices recommended by the Centers for Disease Control and Prevention (CDC) to ensure the group's health and safety. This may entail providing proof of COVID vaccination and/or wearing masks while meeting in-person. Because we know that health precautions and CDC guidance might change between now and our in-person convenings, we reserve the ability to transition to a virtual meeting or otherwise adjust the programming in order to adhere to health and safety standards.

What are the costs and benefits of participation in this program?

There are no fees or tuition costs for participating in the fellowship program. As a participant, you'll benefit from training, professional development, wellness support, in-person and virtual convenings, alumni benefits, and more. Each participant will also receive a \$1,000 stipend to support their engagement in the program and well-being.

Does this fellowship provide continuing education credits or any certifications?

We are unable to provide CCEs at this time. Fellows who have fulfilled all program requirements will be granted a Certificate of Completion at the end of the program, and an accompanying program credential to add to your LinkedIn profile.

Other

I have more questions. Who can I contact for more information?

If you have read all program materials and these FAQs and still have questions, email LLF@NewSector.org. Please allow up to 2 business days for a response. You may also reach out to TBF staff Leigh Handschuh at Leigh.Handschuh@tbf.org or Carlos Muñoz-Cadilla at carlos.munoz-cadilla@tbf.org.

Program Team

Carly Janson

Founder and Executive Chair, New Sector Alliance



[Carly Janson](#) is the founder and executive chair of New Sector Alliance. In addition to her role at New Sector, Carly oversees executive career development and leads the Career and Life Design program at Stanford Business School. Carly is part of the founding cohort of executive coaches certified to deliver Stanford d.school's *Designing Your Life* and *Designing Your Work Life* content to private clients. She has spent the past decade working in close collaboration with Bill Burnett and Dave Evans to design, teach, and disseminate their innovative [Stanford Life Design Lab](#) and [Stanford d.school](#)-based content to

Stanford students and alumni as well as broader corporate and nonprofit audiences globally. In addition, Carly has served as a Section Facilitator for the popular Stanford d.school courses *Designing Your Life* (for undergraduate students) and *Designing the Professional* (for masters and Ph.D. students and professionals). Carly started her career as a management consultant at The Boston Consulting Group (BCG) and Accenture, where she worked with clients ranging from Fortune 500 companies to large public sector agencies. She was a co-founder of BCG's Social Impact Practice and an adjunct faculty member at Harvard University.

Carly has an MBA from Harvard Business School, where she was awarded a Horace W. Goldsmith Fellowship for outstanding contributions to society. She also has a BA in economics, magna cum laude, from Princeton University, where she was awarded a senior thesis prize in economics for her research on the future of healthcare. Carly's hobbies include running, skiing, travel, and spending time with her husband, son, and daughter.

David Winder

Senior Director, Facilitator and Coach, New Sector Alliance



[David Winder](#) currently serves New Sector as Senior Director as well as a Master Trainer, Facilitator, and Coach. Dave joined the New Sector team in 2019 and took on the Senior Director role in 2021. Dave is a seasoned coach, facilitator, and business consultant, with over twenty years of management and coaching experience in a variety of professional settings across organizational levels. He has completed the internationally recognized CTI coaching program and participated in both AMEX and Bridgespan leadership programs. He's also a certified Predictive Index analyst. Prior to joining New Sector, Dave was an Academic Director and Senior Director of Programs at Year Up. He also worked as an Adjunct Professor of Leadership Development at Northern Virginia Community College. Dave is a proud graduate of Hampton University, with a BA in Economics, and an MBA from American University.

Clif Morgan

Facilitator, New Sector Alliance



[Clif Morgan](#) is an innovative nonprofit leader with years of experience guiding organizations in higher education, workforce, and youth development. Clif believes that talent is distributed evenly, but access to opportunity often is restricted. As a relationship manager, Clif has devoted his energy to making the necessary connections talented individuals need to gain access to resources to aid in their success. He has served at HBCUs, several minority-serving community colleges, and nationally recognized non-profits. In 2019, Clif was recognized by Bank of America's Neighborhood Builders as an Emerging Leader. Clif holds a B.S. in Finance from Hampton University, and an executive certificate in Organizational Consulting & Change Leadership from Georgetown University, is a trained DEI Facilitator, a Predictive Index Analyst, Teen Empowerment practitioner. Clif is a noted motivational speaker and has been recognized for his dedication to the communities he serves with several honors.

Kristen Hecht

Program Manager, New Sector Alliance



[Kristen Hecht](#) has 15+ years of experience working in the social sector, including holding roles at non-profit organizations, foundations, associations, and academic institutions. Her background is in leadership development, program design and management, and equity-centered work. She is currently consulting for New Sector Alliance on the implementation of its Leadership Longevity Fellowship. She has also worked at Columbia World Projects at Columbia University, supporting the design and implementation of its Social Impact Fellowship, a year-long

fellowship program inspired by the Obama Foundation Scholars Program and designed for undergraduate and graduate students who aspire to use their talents to help solve complex global challenges. Kristen is trained in Dare to Lead™ (Brené Brown's leadership curriculum), adaptive leadership (New York University), trauma-informed and resilient leadership (Center for Justice and Peacebuilding), diversity, equity, and inclusion practices (Nonprofit Leadership Alliance), and professional coaching (Co-Active Training Institute, internationally recognized as the most rigorous professional coach training program in the industry). She currently resides in Washington, DC, where she serves on the Board of Directors for the United Nations Association of the National Capital Area (UNA-NCA) and the National Council of the United Nations Association of the United States of America (UNA-USA). She has also served on the Steering Committee for the Impact Fellowships Summit, a community of practice for leaders of social impact fellowship programs. Kristen graduated from American University with a Master of Arts in international politics and holds a Bachelor of Arts in international studies from the University of North Texas.