

ProFellow

Fellowship Industry Report

Industry Trends and Promising Approaches to Impact Evaluation and
Diversity, Equity and Inclusion

December 2020

Acknowledgements

We sincerely thank our steering committee members as well as the fellowship organizations who responded to the survey. With their support, we gained new insights to our industry, as well as promising approaches to impact evaluation and diversity, equity, and inclusion practices, which strengthened our understanding of the industry as a whole.

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**Please see the appendix for survey respondents*

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Executive Summary

In 2020, ProFellow, the leading online resource for information on professional and academic fellowships, partnered with IREX to produce the 2020 Fellowship Industry Report. IREX, a global development and education organization, administers the Impact Fellowships Summit (IFS), a growing network and U.S.-based annual gathering of fellowship organizations. This report comes five years after ProInspire published the first Fellowship Industry Report. Our aim was to create a report that was reflective of the industry's current status, needs and expectations.

For the purpose of this report, fellowships were defined as a “professional development or academic award, program or work placement that is competitive, merit-based and time-limited.”

Our research revealed that a growing number of fellowship programs have been established in the last two decades to provide professional and leadership development opportunities in the social and public sector. However, the industry as a whole is only in the nascent stages of incorporating impact evaluation, to measure the impact of the fellowship program in achieving the organization's mission, and incorporating initiatives to support and evaluate diversity, equity and inclusion (DEI) in fellow recruitment, programming and staffing.



Key Findings

1. **The fellowship industry is characterized by many new fellowship opportunities for early and mid-career professionals to support their development as leaders.** Some of the top areas of focus for fellowships include: Leadership Development (63%), Social Justice (62%), Capacity Building (56%), Public, Community, and Global Health (55%), and Community Development/Revitalization (55%).
2. **Gender, race and ethnicity are the top tracking metrics for diversity among fellowship programs.** The survey found that 87% of the fellowship programs track the diversity of their fellows by using one or more metrics, primarily gender and race. Metrics for tracking fellows' socio-economic background, educational attainment and disabilities, among other metrics, are not commonly used.
3. **Most organizations measure the impact of their fellowship but many are challenged by a lack of measurable indicators of impact.** Fellows' satisfaction with the fellowship program/experience is the most common metric used to measure impact. Organizations are challenged by the lack of organizational capacity and in-house expertise on evaluation.
4. **The fellowship industry as a whole is in the early stages of incorporating diversity, equity, and inclusion initiatives.** Our survey discovered that 59% of the fellowship programs have been designed to improve diversity in specific sectors or disciplines. 93% of fellowship programs are actively working towards recruiting diverse fellows. Less common DEI initiatives include staff training (59%), events and programming for fellows on DEI topics (57%), hiring diverse fellowship staff (56%), and recruiting diverse partners (55%). Only 28% of the programs evaluate the effectiveness of their DEI initiatives.

Introduction

In 2020, ProFellow, the leading online resource for information on professional and academic fellowships, partnered with IREX to produce the 2020 Fellowship Industry Report. IREX, a global development and education organization, administers the Impact Fellowships Summit (IFS), a growing network and U.S.-based annual gathering of fellowship organizations. This report comes five years after ProInspire published the first Fellowship Industry Report. Our aim was to create a report that was reflective of the industry's current status, needs and expectations.

2020 was a challenging year. Nationally and internationally, we grappled with the impacts from a wide range of disasters, economic unrest and political turmoil.

The spread of the infectious disease Coronavirus, also known as COVID-19, across the world led to quarantining, self-isolation, travel restrictions, and national lockdowns. At the time of this report's publication, more than 62 million people had tested positive for COVID-19 across the globe, out of which more than 1.4 million people died.

As cases of police brutality against African Americans made the news, millions of people across the US marched and protested against systemic racism and police brutality and offered their support to the Black Lives Matter movement. The protests and support for the movement continued throughout 2020.

Due to COVID-19, millions of citizens voted through the postal ballot in the 2020 U.S. Presidential elections. Unlike previous years, no clear winner emerged on election night as the ballot counting in certain counties took a few days and the election was too close to call. On November 7, four days after the election, it emerged that Democratic nominee, Joseph R. Biden Jr. (Joe Biden) was elected the 46th President of the United States.

The impact of COVID-19 could be seen on fellowship organizations and programs as well. The funding and in-person format of the fellowship programs was severely affected. Either the programs had to adapt to the virtual format quickly, or they were forced to suspend recruitment of their cohort for 2020-21. A few fellowship programs decreased the number of spots in their cohort in order to have a manageable number of fellows for the virtual format.

This report reflects a "moment in time" for the fellowship industry in the U.S. and some of our international partners and counterparts.

Recap of the 2015 Fellowship Industry Report

In 2015, ProInspire and their partners, including ProFellow, published the first [Fellowship Industry Report](#) entitled “Social Impact Fellowships: Building Talent in the Social Impact Sector.”

The report was based on results from a survey of 46 fellowship organizations conducted in 2014. ProFellow served as a survey distribution partner as well as a research contributor for the report.

Here are a few of the main findings from the 2015 Fellowship Industry Report:

1. The survey found that fellowship programs focus mainly on ‘emerging leaders,’ which the survey defined as individuals under the age of 40.
2. Few fellowship programs had reached a large scale. Two key factors seem to impact the ability to scale: high per-person costs of fellowship programs, and lack of funding.
3. Over half of the respondents that tracked diversity metrics indicated that 50% or more of Fellows in their program are non-white.
4. Only 26% of respondents had performed a program evaluation as of that date. In addition, there was little consistency in metrics being tracked by programs in each category.
5. Almost all the surveyed organizations indicated they would like to find more ways to collaborate with other fellowship programs.

Most importantly, the report developed a framework for understanding the characteristics of the fellowship industry and the different types of programs available. The report identified four fellowship types:

- a) Match Makers — These fellowship organizations facilitate the matching of fellows with public and social sector employers to serve in substantial full-time roles.
- b) Launchpads — They bring new organizations and models to the world by helping fellows launch new ventures.
- c) People Accelerators — These fellowship organizations amplify the impact of existing leaders through leadership and professional development.
- d) Strategic Employers — These organizations advance their own mission through the work of fellows in a structured program offering exposure and sector experience.

Since ProInspire developed a comprehensive framework for the classification of the fellowship types in 2015, we used the same classifications for the 2020 Fellowship Industry Report. However, the respondents for the 2020 survey were also provided additional options to ensure that every fellowship type has an opportunity to complete the survey.

Category	Description	Value to Talent	Value to Sector	Examples
Match Makers	Facilitate the matching of fellows with social impact sector employers to serve in substantial full-time roles.	Structured way to get work experience in the social impact sector, with program support for placement and cohort experience.	Access to full-time employees with skill sets or backgrounds not widely available in the traditional talent pool.	<ul style="list-style-type: none"> - IREX - Global Health Corps - Cleveland Foundation - Atlas Corps
Launchpads	Bring new organizations and operating models to the world by helping fellows launch new ventures.	Training, resources, and support structure to help launch a new venture.	Creation of new organizations and new models to drive impact.	<ul style="list-style-type: none"> - Stoneleigh Foundation - Voqal - Mira Fellowship - National Security Institute
People Accelerators	Amplify the impact of existing leaders through leadership and professional development.	Leadership and professional development to enhance personal impact in a current or future role.	Amplification of impact made by high-potential talent in existing organizations.	<ul style="list-style-type: none"> - Moving Worlds - Harry S. Truman Scholarship Foundation - Cultural Vistas - FAO Schwarz Family Foundation
Strategic Employers	Advance own mission through the work of fellows in a structured program offering exposure and sector experience.	Structured way to get work experience by working directly with a social impact organization and benefiting from program support.	Advancement of organizational mission through the work of the fellow.	<ul style="list-style-type: none"> - FUSE Corps - White House Fellows - Immigrant Justice Corps - Environmental Defense Fund

Fellowship categories from the 2015 report. Examples have been changed to reflect the fellowship programs (respondents) from the 2020 survey.

Introduction to the 2020 Fellowship Industry Report

Preliminary Planning Survey

In order to understand the needs and expectations of the fellowship industry as well as to finalize the theme and format of the 2020 Fellowship Industry Report, a preliminary planning survey was sent to fellowship organizations in July 2020. ProFellow and IREX distributed the survey via email within their network.

We received responses from 68 fellowship organizations for the preliminary survey, out of which only 12% of the organizations had participated in the 2015 Fellowship Industry Report.

The survey results indicated that fellowship organizations desired information on industry demographics and trends, and in particular, information on how fellowship programs are addressing Impact Evaluation and Diversity, Equity and Inclusion (DEI).

To ensure that the final report is presented in a way it is desired by the fellowship industry, the survey asked the respondents to reflect how they would like the results to be shared. The top three choices were — statistical data on trends (75%), promising practices (72%), and short descriptions of each program with their links (69%).

Steering Committee Selection

Through the preliminary planning survey, fellowship staff members had the opportunity to submit their candidature to be a part of the steering committee for the 2020 Fellowship Industry Report.

For the report, we selected a steering committee that was diverse in terms of their identity, experience, skill sets, and the fellowship programs they represented.

Mission Statement for the 2020 Fellowship Industry Report

The steering committee created a mission statement for the report that reflects the results of the preliminary report as well as the goals for the 2020 Fellowship Industry Report.



The mission of this report is to provide knowledge, facilitate networks, and share models from the professional and academic fellowship industry. In particular, this report provides insights into the impact evaluation and DEI practices of fellowship organizations. We hope the data and insights from this report will be used as a springboard for creating new industry networks, information sharing and new and ongoing research.

For the purpose of this report, fellowships were defined as a “professional development or academic award, program or work placement that is competitive, merit-based and time-limited.”

Survey for the 2020 Fellowship Industry Report

On October 1, 2020, the survey questionnaire was launched by ProFellow and IREX. Fellowship organizations were invited to complete the survey by October 19, 2020.

If the organization had more than one fellowship program, the survey asked to use data for the largest fellowship program, defined by the number of fellowship awards given each year. Fellowship organizations were also welcomed to submit separate responses if they wanted to share data for multiple fellowship programs.

Periodic reminders about the survey were sent to the fellowship organizations. At the end of two weeks, 82 fellowship organizations had responded to the survey.

Results from the preliminary planning survey and main survey were also presented at the 2020 Impact Fellowship Summit organized by IREX held in October 2020. Please note that only preliminary results were presented at the summit as data analysis was still underway.

Methodology

For the 2020 Fellowship Industry Report, two surveys were conducted — 1) a preliminary planning survey to define the scope of this report and select the steering committee members, and 2) the main survey that gathered demographic information on fellowship programs as well information regarding initiatives focused on diversity, equity, and inclusion and impact evaluation practices of fellowship programs. Both the surveys were created on Google Forms and distributed via email.

For the main survey, ProFellow sent out 557 individual emails to people in their network identified as “Fellowship staff” and IREX sent out 730 individual emails to members of the Impact Fellowship Summit. We also encouraged recipients to share the survey with their own fellowship networks. We estimate that our survey request reached approximately 200 to 500 fellowship organizations, out of which 82 responded to the survey.

For the 2020 report, there is an increase of 44% in responses compared to the 2015 report (46 respondents in 2015, 82 respondents in 2020). However, only 8 fellowship organizations from the 2015 report participated in our survey. This could be attributed to the survey distribution method and to the fact that different organizations led the two reports.

In the survey, fellowship organizations were asked a total of 39 questions. Not all the questions were mandatory and the respondents were allowed to skip optional questions if they were not applicable to their program or if they did not wish to provide that data.

The survey consisted of quantitative and qualitative questions. In order to receive the most accurate information, the survey provided an “other” option for 11 qualitative questions. We examined the “other” responses and recategorized if they fit in any of the already available options in a given question.

A few questions pertaining to demographics, program structure, and program information from the 2015 report by ProInspire were used in the main survey for the 2020 Fellowship Industry Report. Although most of the included questions from the previous report were edited — either to change the language of the question or to add or delete answer options.

Limitations

Since the survey was distributed within the network of ProFellow, IREX, and the steering committee, we understand that the survey was limited in its reach. Due to the distribution method, we are unsure about the number of fellowship organizations that received the survey, hence the response rate cannot be determined.

While the analysis is representative of the 82 fellowship organizations and their practices related to diversity, equity, and inclusion, and impact evaluation, the data cannot be extrapolated to the full population of fellowship programs due to the relatively small sample size of the survey. Therefore, we do not have a sense of how representative this data is of the fellowship industry as a whole. It is more than likely that this data does not represent all the trends and practices within the fellowship industry.

How to Use This Report

The 2020 Fellowship Industry Report provides four key research findings with discussion questions at the end of each finding. The purpose of the discussion questions is to start conversations within the fellowship industry around impact evaluation and diversity, equity, and inclusion practices. They can be used during staff meetings or in conferences organized around these themes. After the key research findings, you will find the discussion section with areas of collaboration and ideas for future research.

The Appendix includes 10 case studies of promising practices submitted by survey respondents. We have received 5 case studies for impact evaluation and diversity, equity, and inclusion respectively. These case studies give an in-depth overview of how some of the fellowship programs are addressing issues around these topics. This is followed by a public directory of fellowship programs with their contact information and program description. The report concludes with a list of survey respondents.

Key Research Findings

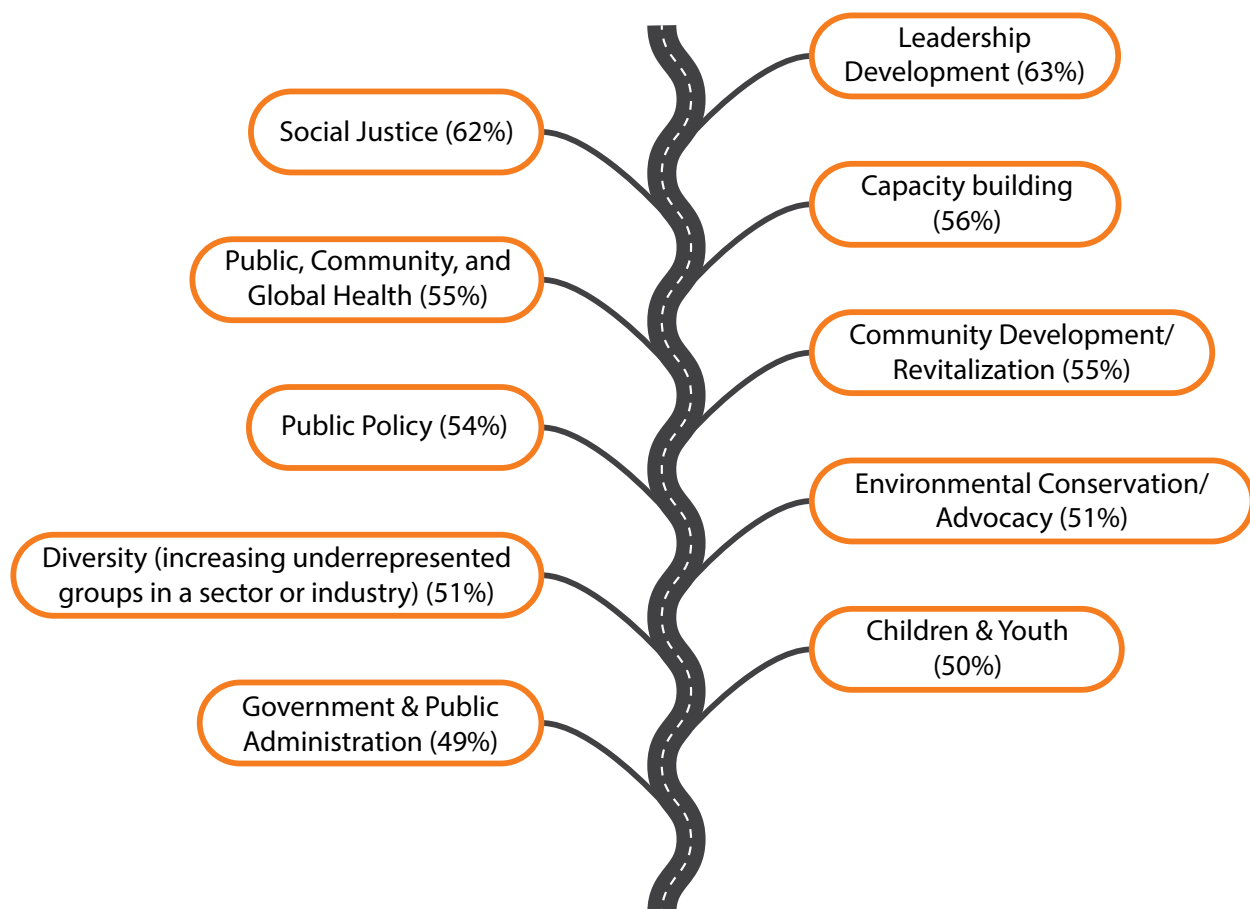
Key Finding #1: The fellowship industry is characterized by many new fellowship opportunities for early and mid-career professionals to support their development as leaders.

For the 2015 report led by ProInspire, it was found that 76% of the fellowship programs were started in the year 2000 or later. When compared with our survey results, it was found that 50% of the surveyed fellowship organizations began accepting applications for their respective fellowship programs after 2010.

Our survey found that new fellowship opportunities for early and mid-career professionals are being created and they are primarily geared towards emerging leaders who are working on social and policy challenges. The results indicated that 37% of the fellowships target early-career professionals and/or undergraduate students, while 29% targets mid-career or experienced professionals.

Some of the top areas of focus for fellowships include: Leadership Development (63%), Social Justice (62%), Capacity Building (56%), Public, Community, and Global Health (55%), and Community Development/Revitalization (55%).

The least common areas of focus for fellowships include: Impact Investing (20%), Software, Hardware, and Technology (20%), Vocational Training (18%), Journalism (18%), and International Exchange (17%).



Top 10 fields fellowship programs are focused on

For the 2015 report, ProInspire had identified four fellowship types — Match Makers, Launchpads, People Accelerators, and Strategic Employers. For this survey, we asked the fellowship programs to categorize themselves in these four categories. For the 2020 report, a new fifth category — Funding for Individual Research, Projects and/or Academic Study — was added as an option for categorization.

The results pointed out that 49% of the fellowship programs categorized themselves as People Accelerators, followed by Match Makers (26%), Funding for Individual Research, Projects and/or Academic Study (11%), Strategic Employers (8%), and Launchpads (6%). This is in contrast with the 2015 survey results where 48% of respondents were Match Makers, followed by People Accelerators (28%), Strategic Employers (17%), and Launchpads (7%).

With nearly half of the survey respondents categorizing themselves as People Accelerators, which are defined as fellowships that amplify the impact of existing

leaders through leadership and professional development is another example of how the fellowship industry is establishing new leadership opportunities for early, mid-career and experienced professionals.

Discussion questions:

1. Do the categorizations for fellowships adequately describe fellowship types within the industry?
2. Is there a need for more fellowships to serve as Launchpads?
3. Are there any key social challenges not being addressed by fellowships?

Key Finding #2: Gender, race and ethnicity are the top tracking metrics for diversity among fellowship programs.

The survey found that 87% of the fellowship programs track the diversity of their fellows by using one or more metrics. Gender is the top tracking metric for diversity among fellowship programs at 79% followed closely by race and ethnicity (71%).



Further, here are some of the other metrics fellowship programs used to view and track diversity:

- Age (37%)
- Sexual orientation (26%)
- Military veteran (21%)
- People with disabilities (18%)
- US regional origin (18%)
- First-generation college student (17%)
- Socio-economic background (16%)
- Citizenship status (12%)
- Others (open response) (7%)
- Religion (2%)

Some of the “other” responses received for tracking metrics for diversity include — political ideology, geographic location, foster care status, and origin community type (urban, semi-urban or rural).

Some of the fellowship programs outlined their specific goals and achievements for tracking and enhancing diversity. Here are a few examples:

“More than 50% of our fellows are people of color. More than 33% of our fellows have lived experience with the child welfare system.”

“100% of our fellows identify as women. We strive for a bi-partisan balance between Democrats and non-Democrats.”

“Strong preference will be given to students who are historically underrepresented in international exchange. This includes, but is not limited to Pell Grant recipients; veterans; first-generation college students; STEM majors; members of minority communities within the United States; and non-traditional students.”

“Last year we opened up our fellowship program to include DACA recipients.”

“Among US applicants, we aim to increase men to 40%, black & (non-Indian origin) people of color to 50%, indigenous to 5%, first-generation college students to 40%, and LGBTQ+ to 30%, and persons with disabilities to 10%.”

“All the fellows are next-generation grassroots social justice leaders of color. The demographic breakdown of this group has changed with each cohort, but it is a mix of Black, Latino, API, Indigenous and mixed gender. We are now exploring a third cohort focused on support for women of color leaders.”

However, through our survey, we were able to identify a few challenges fellowship programs faced when it came to achieving diversity within their cohort. For instance, a fellowship program responded that while they would like to see diverse applicants, they don't have any control over who applies to the program. This fellowship program like a few others stated that it does not have any specific goals for tracking and/or enhancing diversity. Meanwhile, a global fellowship program pointed out that while they do not have any outlined goals, it may change with time. Here's part of their response:

"Since we're a global program, we naturally receive very diverse applicants, and so far, we've found that the strongest candidates that we accept into the program are diverse anyway. This might change though as we start tracking the diversity of our applicants."

Discussion questions:

- 1) How are tracking metrics being used to create diverse cohorts of fellows?
- 2) How can fellowships attain achievable goals in regards to the diversity of their cohort?
- 3) How can we create more fellowship opportunities for underrepresented groups?

Key Finding #3: Most organizations measure the impact of their fellowship but many are challenged by a lack of measurable indicators of impact.

In our survey, we asked if the organization "measured the impact of their fellowship program, meaning the outcomes of the program that advanced their mission."

Almost all of the fellowship organizations (94%) indicated that they measured the impact of their fellowship program. For the 2015 industry report, only 26% of respondents had performed an impact evaluation.

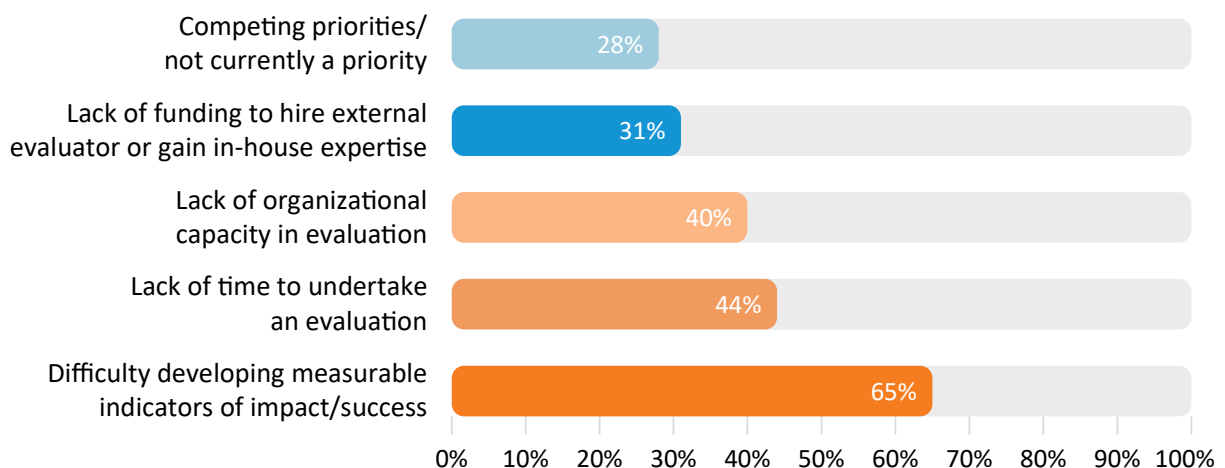
More than half of the fellowship programs (55%) utilize in-house staff, who are primarily dedicated to other activities, to conduct an impact evaluation, while 23% hire an external consultant for this work. Meanwhile, 21% of the organizations have an in-house staff that has been hired primarily for measuring the impact of the fellowship programs.

Our survey found that 90% of the fellowship organizations used fellows' satisfaction with the fellowship program/experience as one of the metrics to measure the impact of their program. Here's a list of other top metrics used by fellowship programs for impact evaluation:

- Changes in Fellows' perception of self as a leader/positive self-assessments/achieve personal or professional goals during fellowship (70%)
- Long-term career trajectories of fellows (68%)
- Host organizations' satisfaction with the fellowship/fellows' contributions (56%)
- How frequently Fellows collaborate within their cohort or as alumni (45%)
- Fellows' influence on their field of interest, policy and/or development of new programs (45%)
- Number or percentage of fellows who continue on in host organization and/or industry (43%)

Fellowship programs also expressed challenges in conducting an evaluation to measure the impact of the program. While 65% of the respondents mentioned difficulty in developing measurable indicators to conduct an impact evaluation, 44% cited lack of time as a reason to not conduct impact evaluation. This was followed by a lack of organizational capacity in evaluation (40%).

Since impact evaluation metrics for fellowship programs are not defined or available easily, the survey provided limited options for this question.



Challenges to conducting an impact evaluation

To read through some of the case studies of impact evaluation, click [here](#).

Discussion questions:

- 1) Is Fellows' satisfaction with their fellowship experience, the most commonly used metric, a useful measure of the fellowship program's impact?
- 2) How can we as a fellowship industry develop metrics that can be used across different programs?
- 3) How can we increase the capacity of small organizations to conduct impact evaluation?

Key Finding #4: The fellowship industry as a whole is in the early stages of incorporating diversity, equity, and inclusion initiatives.

It is important to note that the survey did not provide a standard definition of diversity, equity, and inclusion (DEI) workplace practices and shared limited metrics. Fellowship programs were asked to answer questions related to DEI based on their definitions and understanding.

In our survey, 44% of the fellowships stated that DEI is a part of their public mission statement, goals or values with 12% of the fellowships working towards incorporating DEI in their public mission. While 34% stated that even though DEI is not a part of their mission statement publicly, it is still a part of their work. Meanwhile, 56% of the organizations said that they are consistently implementing DEI practices in their respective fellowship programs.

Our survey discovered that 59% of the fellowship programs have been designed to improve diversity, however, we did not specifically ask about what sort of diversity. Even though more than half of the fellowships enhance diversity in some way, only 28% of the programs evaluate the effectiveness of their DEI initiatives. While 21% of the fellowship programs stated that they don't have any specific DEI initiatives to evaluate.

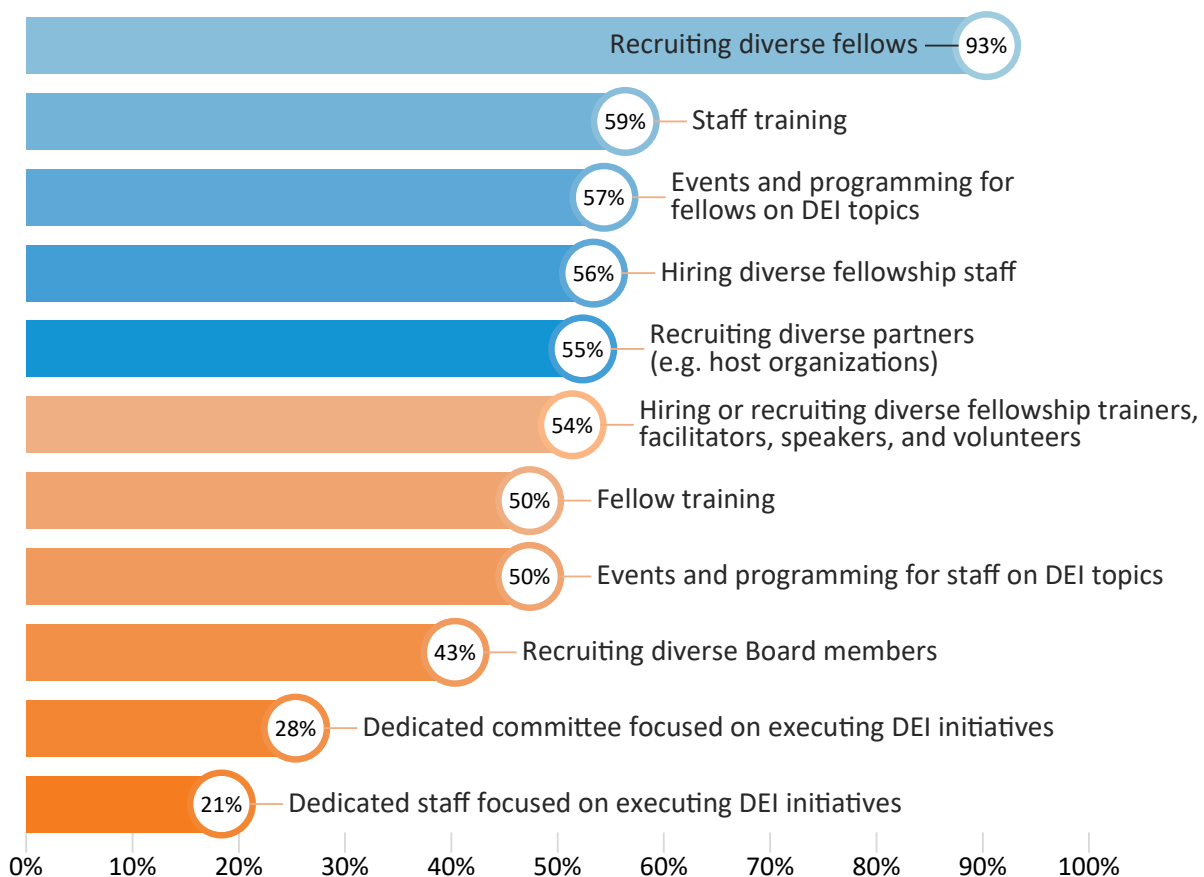
Here are some responses from fellowship programs that give an insight into their DEI initiatives:

"We have revamped our application itself to be more inclusive, such as allowing for audio or video formats instead of written essays. We blind all demographic data to our reviewers and have updated our review and selection process to minimize implicit bias. We always make sure we have at least 50% of panellists or guest speakers at an event from marginalized backgrounds. And we track the participation of our fellows, then disaggregate by demographics to identify any themes or trends"

"We track the diversity of our cohorts/applicant pools annually to improve our recruitment efforts each year and use survey methods to assess the effectiveness of our equity-centred programming with the cohort."

“We track the percentage of our Fellows (teachers) who work at underserved schools or schools in high BIPOC communities.”

As the survey investigated how fellowship organizations are investing in DEI initiatives, we found that almost all of the programs (93%) are actively working towards recruiting diverse fellows. Other initiatives include staff training (59%), events and programming for fellows on DEI topics (57%), hiring diverse fellowship staff (56%), and recruiting diverse partners (55%).



How fellowship organizations are investing in diversity, equity, and inclusion initiatives

To read through some of the case studies of DEI initiatives, click [here](#).

Discussion questions:

- 1) How can we create a standard definition of DEI practices for the fellowship industry?
- 2) How can fellowship organizations collaborate on DEI initiatives?
- 3) How can we evaluate the effectiveness of DEI initiatives?

Discussion

Our survey, as well as the results from the 2015 industry report, indicate that there is a strong desire for collaboration within the fellowship industry. For instance, the preliminary survey results indicated that fellowships wanted to collaborate with one another for sharing and learning best practices. Therefore, case studies of promising practices from fellowship programs have been incorporated in this report to provide knowledge and key insights to the industry, when it comes to impact evaluation and diversity, equity, and inclusion practices.

In our main survey, 89% of the fellowship organizations expressed interest in being included in a public directory. Therefore, to facilitate the first step for collaboration, the 2020 Fellowship Industry Report has created a directory with more information about each fellowship program and contact details. The Directory lists programs in alphabetical order by their regional location in the U.S. and abroad.

Opportunities and Areas of Potential Research

- Since this survey is representative of 82 fellowship organizations, a similar survey can be shared with a larger number of fellowship organizations in order to map trends within the fellowship industry.
- In-depth research to assess the effectiveness of DEI practices within the fellowship industry can be conducted. The research will also give an insight into how organizations are tracking DEI and how it is actually incorporated within the programs.
- Fellowship programs can collaborate with one another to create measurable metrics for evaluating their impact and diversity, equity, and inclusion practices. The fellowship industry can work towards creating an evaluation toolbox for different types of fellowships (Match Makers, Launchpads, People Accelerators, and Strategic Employers). This could act as a guiding document for fellowships when they are evaluating the impact of their programs.
- Collectively, the fellowship industry can work towards creating a standard definition for impact evaluation and DEI practices. With the help of the public directory published in this report, fellowship programs can set up meetings to get started on this conversation.
- A quarterly, half-yearly, or annual meeting can be organized to examine DEI and impact evaluation initiatives by fellowship programs. Potentially, this could be a virtual meeting with international fellowships joining in.

- Due to the COVID-19 pandemic, several fellowship programs had to operate virtually. This is an opportunity for programs to exchange notes on how virtual fellowships should be operated so that they can still have a social impact. The impact of COVID-19 on the fellowship industry as a whole can also be discussed.

As the fellowship industry continues to grow and evolve, we hope that our research initiates conversations on how the industry can create measurable metrics and tools for impact evaluation and DEI practices. Hopefully, the 2020 Fellowship Industry Report can provide support to new and ongoing research in this field as well as facilitate new connections and networks.

Call to Action

Connecting with the fellowship community

The Impact Fellowships Summit was founded in 2016 by Atlas Corps, ProInspire, and Public Allies, to foster inclusive learning and sharing community for individuals who work on social impact fellowship programs, identify and act on opportunities for collective action, and facilitate ongoing collaboration and support among community members.

In 2018, building on the great work of the founding organizations, IREX took on the convening role for the summit and community. IREX brings a unique perspective as an organization that has managed fellowship programs with participants from over 100 countries and promoted leadership development for over 50 years. The annual summit provides fellowship practitioners with the opportunity to delve into topics relevant to the sector through interactive sessions and discussions, empowering participants with the knowledge, skills, and tools to integrate this learning back into their fellowships.

However IFS is more than an annual event, it is also a community and network where there is ongoing engagement around issues of interest such as alumni networks, evaluating fellowship impact, or supporting diverse fellows. For more information about IFS please check out irex.org/impact-fellowships-summit and to be added to their mailing list, please contact us at IFS@irex.org.

Partner with ProFellow

In addition to joining the Impact Fellowships Summit community, we invite you to engage with ProFellow.com. ProFellow partners with hundreds of fellowship programs globally to digitally connect fellowship seekers with unique funding opportunities. ProFellow was founded in 2011 by four-time fellow Dr. Vicki Johnson. Our mission is to help make fellowship and funding opportunities more accessible to diverse audiences.

ProFellow offers a free fellowships database where ProFellow users can search and bookmark fellowship opportunities. ProFellow also offers advertising opportunities to its partners through our popular newsletter, ProFellow Insider, our website and email list. ProFellow also offers unique content written by current and former fellows and sponsors the International Fellows Network, which holds global events for fellows from all programs. Learn more at profellow.com or email us at info@profellow.com.

Public Directory

We would encourage you to use the public directory to connect with fellowship programs and start conversations around impact evaluation and DEI practices.

Appendix

- Case Studies
- List of Survey Respondents

Case Studies

Promising Practices for Impact Evaluation and DEI (Case Studies)

Fellowship organizations that participated in the survey were invited to author and submit case studies of promising practices for impact evaluation and diversity, equity, and inclusion (DEI). Below are case studies that were selected by our steering committee for inclusion.

Diversity, Equity and Inclusion



Name of the Organization: Development Gateway

Fellowship Program: Des Chiffres et Des Jeunes (DCDJ) Data Fellowship

Category: Diversity, Equity, and Inclusion

Challenge: Women currently make up only 10% of the IT and data science workforce in Côte d'Ivoire. Women see data science having a high barrier to entry, which is reinforced when women do not see themselves represented in the field. The Fellowship started with a 16.7% women's participation rate – the enrollment ratio mirrored the achievement gap in higher education in Côte d'Ivoire. However, we wanted to do better. We worked to address the barriers women pursuing data science faced — among them social stigma and lack of time — with a range of complementary interventions.

Approach: Encouraging women in data science careers in Côte d'Ivoire was a multifaceted challenge. To improve women's participation and rate of success in the second and third cohort, the team had to increase program awareness, demystify data science as a concept, increase women applicants, and support retention of women Fellows once accepted.

To increase program retention rates among women even with the time-intensive nature of the training, we highlighted mentorship and extra learning support outside the classroom. Together with our training partner Sejen, we:

- instituted services like after-hour labs and training help desks to support women who were not able to commit to a full time 9-5 training schedule, because of duties at home.

- provided personalized coaching and mentoring from DCDJ staff, and technical support from Sejen,
- built enthusiasm for the program through community activities, like a data science club for high school and college students.

We also had some women Fellowship alumni focus on being “data ambassadors,” spreading awareness, motivating other women to participate, and shifting the perception that the Fellowship would not fit with women’s existing responsibilities. Women alumni are fundamental in mentoring each other, recruiting other women for each successive cohort, and providing a supportive environment for women applicants.

To build women’s participation and enthusiasm, we also recommend working closely with well-connected local organizations to raise Fellowship awareness and identify and encourage women applicants. For example, DCDJ worked closely with COSCI, an association of local civil society organizations. COSCI’s network with women’s groups helped DCDJ connect with a wider pool of CSOs with qualified applicants, and encourage more women to join.

Success: Women’s enrollment reached 47% by the third cohort. Word-of-mouth was the most effective recruitment method, particularly women hearing DCDJ success stories from friends. This magnifies the importance of building trusting relationships with Fellows.

One woman, Murielle Ettien, said “In Côte d’Ivoire, women are not interested in data science careers, but thanks to DCDJ, my mind was opened to a career in data. Before – even though I studied statistics – I didn’t see data as useful for decision making, but now I understand. Through each line of data, you see the lives of people that you are impacting.”

Metrics or Evaluation Information (if any): <https://www.dcdj.ci/> (the content is in French)



Name of the Organization: IREX

Fellowship Program: Community Solutions Program

Category: Diversity, Equity, and Inclusion

Challenge: Community Solutions Program (CSP) fellows are international professionals aged 25-38 who spend four months in the United States completing a professional practicum and leadership development course before returning home to implement a six-month Community Action project. Fellows come from 94 eligible countries in all regions of the world and are highly diverse in terms of ethnicity,

gender identity, sexual orientation, religion, and other identities. Although the CSP team at IREX provides pre-departure orientation, in-country orientation, and numerous support mechanisms to foster a positive intercultural experience, several fellows have reported experiences with racism and discrimination in the United States.

Approach: To better understand fellows' experiences with racism and discrimination, the CSP team organized a series of four dialogues by

- inviting two fellowship alumni to lead the dialogue series with the support of a professional dialogue facilitator,
- encouraging alumni to share their experiences openly,
- soliciting their recommendations to improve the program from a diversity, equity, and inclusion lens.

Dialogue is a structured listening exercise in which a neutral facilitator guides participants through a series of transformative questions to foster the group's understanding of each participant's personal experiences related to the discussion topic. In dialogue, participants speak one at a time. While someone is speaking, others in the group are prompted to listen to understand rather than to respond.

This approach not only offered leadership and professional development opportunity for the alumni who facilitated the dialogues but also created a peer-to-peer sharing dynamic that was well-suited for the difficult conversation topics of racism and discrimination.

Success: The success of the dialogue series was apparent in the depth of participants' personal sharing and the quality of recommendations proposed by participants to improve the fellowship. Key recommendations include having frank pre-arrival conversations about the racism and discrimination fellows may face in the United States. Dialogue participants suggested that alumni share their experiences and the strategies they used to overcome challenging situations. Some participants suggested implementing a regular forum for fellows to discuss cross-cultural communication challenges and experiences with discrimination. The CSP team is now preparing an action plan to put these practices in place for the 2021 fellowship.

Metrics or Evaluation Information (if any): Not available.



Name of the Organization: BA Women's Alliance

Fellowship Program: EmpowHER

Category: Diversity, Equity, and Inclusion

Challenge: In 2018, the B.A. Rudolph Foundation (now the BA Women's Alliance) made an explicit commitment to race equity. We sought to shift systems of whiteness and privilege, and bring an equity lens to every aspect of the organization. Guided by "Equity in the Center" (<https://equityinthecenter.org/>), we sought to center race equity and increase access to opportunities for historically marginalized populations, especially communities of color. Prior to this commitment, the majority of our board, staff, volunteers, speakers, and contractors were from non-Hispanic White backgrounds and the majority of our programs/scholarships benefited individuals from non-Hispanic White backgrounds.

Approach: The Board first prioritized hiring an Executive Director with a background in equity initiatives. In partnership with the Executive Director, the organization updated its strategic priorities, making an explicit commitment to race equity, which had cascading effects through all aspects of the organization.

At the organizational level, we

- updated our values to explicitly name equity and anti-racism;
- identified our program population, prioritizing historically marginalized populations, including "immigrants, first-generation college students, and people of color";
- began collecting disaggregated data to assess progress towards goals.

At the governance level, we

- expanded our Board from the original 4 co-founders to a 14- member Board comprised of majority women of color;
- established an Alumnae Council as a Board committee;
- hosted a 3-part DEI training for the Board.

At the programmatic level, we conducted a race equity audit at all aspects of the programmatic cycle, from recruitment through completion. This included

- intentional outreach efforts (e.g. offered info sessions webinars for Historically Black Colleges and Universities);
- updated the application (e.g. removed letter of recommendation requirement);
- adjusted selection criteria (e.g. no longer assessed applicants based on academic achievement or writing ability, required implicit bias training for reviewers);

- expanded our program from a summer scholarship to a 14-week leadership and professional development program with an equity lens (i.e. anti-racism, wellness, and adaptive leadership; centered women of color, especially Black women as speakers and facilitators).

At the operations level, we

- hired majority people of color as trainers, facilitators, consultants, and vendors;
- partnered with diverse organizations that do racial and social justice work;
- determined learning goals and attended DEI training at the staff level.

We recognize this is an ongoing effort and there is more work to be done.

Success: Equity is a value that guides all of our work. Our Board of Directors, as well as the majority of our trainers, facilitators, consultants, vendors and speakers, are women of color. In 2020, we met our programmatic metrics with 97-100% satisfaction from our participants on measures of: (1) confidence in self, (2) sense of community belonging, (3) strengthening of professional tools, skills, and mindsets, and (4) exposure to career pathways and career planning.

Metrics or Evaluation Information (if any): [2020 EmpowHER Impact Report](#)



Name of the Organization: Robert and Patricia Switzer Foundation

Fellowship Program: Switzer Environmental Fellowship

Category: Diversity, Equity, and Inclusion

Challenge: We wanted to welcome more people of color to our fellowship program and realized most of our applicants continued to be white under our existing outreach efforts. We spoke with colleagues in other programs and with some of our fellows of color about ways in which we could expand our pipeline and be more welcoming and encouraging to students of color.

Approach: We made some very simple adjustments to our outreach materials and processes which proved to be very effective. We explicitly invited and encouraged students of color and students from backgrounds that are traditionally underrepresented in environmental graduate programs to apply. We updated the photos on our website, after realizing most of them depicted white fellows, to include people of color. We also expanded our network of contacts who receive our fellowship program outreach to include not only contacts at academic institutions where our fellows are based, but also to student associations and professional associations specifically focused on people of color. In addition to these efforts,

we began, and are still undergoing, an internal organizational assessment of our programs and processes. We are examining all facets of our operations to bring best practices for diversity, equity and inclusion into who we are and what we do.

Success: We have been successful at bringing more applicants of color into our fellowship program, and thus to awarding fellowships to an increased number of students of color. We have metrics to support this, as we ask (optional) demographic questions on our fellowship application so that we can aggregate the data and track our progress. Over the past four years, we have substantially increased the number of fellows of color in our annual cohorts.

Metrics or Evaluation Information (if any): Not available.



Name of the Organization: Ignited

Fellowship Program: Summer Fellowship Program

Category: Diversity, Equity, and Inclusion

Challenge: The Ignited Summer Fellowship Program places teachers in paid internship positions at a corporation or university and coaches them to bring these workforce experiences back to their classrooms. In the wake of the killing of George Floyd and the protests that followed, our teacher-fellows expressed a need to learn how to talk about race and address social justice issues in their STEM classes, and to have productive conversations about these with parents and administrators.

Approach: We took several steps to meet this urgent request: we accessed external expertise; assembled resources for teacher-fellows; provided time for a teacher-fellow of color to lead a professional development session on social justice in the classroom; and planned a special session for all teacher-fellows on social justice in STEM with Bryan Brown, a professor from Stanford's Graduate School of Education (GSE) whose research focuses on the relationships between student identity, classroom culture, and academic achievement in science.

Success: Teacher-fellows rated all sessions (speakers, tours, other activities) on a scale from 1 to 4, with 1 indicating it was of no or low value and 4 meaning it was extremely valuable. The highest-rated session, with all teacher-fellows rating it a 4, was the "Teaching STEM for Social Justice" session.

Metrics or Evaluation Information (if any): Not available.

Impact Evaluation



Name of the Organization: Longwood Gardens

Fellowship Program: Fellows Program

Category: Impact Evaluation

Challenge: In 2017, the Fellows Program transitioned from a 2-year Master of Science degree in Public Horticulture to a 13-month residential leader development program. Our challenge was to establish evaluation metrics that clearly demonstrated that the program successfully prepares individuals to assume senior-level positions in our global industry. We also had the challenge of overcoming the perception within our industry that an organically grown, in-house program could prepare individuals better than a widely-recognized university-affiliated master's program. Because ours was a new program, there was no curriculum in place, nor were there recruitment strategies, onboarding practices, faculty, evaluation methods, or tracking processes.

Approach: To address the challenges, we assembled a group of 17 individuals from around the world – and from a wide range of industries including higher education, cultural institutions, public gardens and industry – who spent a week crafting the framework for our program. That framework included four primary components: curricula, regional public horticulture immersion, a 2-month domestic or international field placement, and a singular cohort project.

We then began designing program components based on the identified framework, building additional relationships with those in the industry and with potential faculty members, forging memoranda of agreements with field placement hosts, and designing the initial evaluation framework. Simultaneously, we created recruitment materials, selection processes that focused on experiential activities, a selection rubric, onboarding processes that included the use of psychometric assessments, and identified the data we would use to determine the program's effectiveness.

Our evaluation framework included the following:

- recruitment data
- pre/post participant surveys
- pre/post supervisor surveys
- longitudinal industry impact data which included the following 7 questions:

- ❖ Have you begun an initiative or program using skills learned in the program?
- ❖ Have you addressed a performance gap in a department or organization through the application of program content?
- ❖ Have you increased organizational productivity due to skills learned in the program?
- ❖ Have you improved retention and staff morale as a result of applying program content?
- ❖ Have you contributed to the achievement of organizational goals by applying program content?
- ❖ Have you addressed an industry-wide priority/need using skills learned during the program?
- ❖ Have you improved practices at a national or global level through the application of program content?
- post-program placement rates
- anecdotal data from the Fellows, their employers, and the industry.

Success: 100% of post-program Fellows indicate gains in each of the 20 focus areas. Pre/post supervisor surveys indicate participants' supervisors see participant transformation. The placement of Fellows into senior-level positions within 3 months of completion is 94%. With only three cohorts complete, the impact our program has on the industry is already significant as demonstrated in the longitudinal study. And, anecdotal data is also positive.

One Fellow reported, "The learning from the program informs nearly everything I do. I approach 80% of my job differently than I would have." An industry leader commented, "It is a great program...essentially guarantees an interview."

Metrics or Evaluation Information (if any): Not available.



Name of the Organization: Global Health Corps

Fellowship Program: Global Health Corps

Category: Impact Evaluation

Challenge: Nearly 10 years after Global Health Corps' founding, we had a lot of great stories to tell about our program, but we lacked a clear and compelling theory of change, as well as quantitative metrics, to show the impact our leadership curriculum and network-building had on building stronger health systems.

We wanted to both improve our ability to measure our impact and expand the boundaries of traditional definitions of impact in global development, most of which were not designed with investments in leadership or systemic change in mind.

Approach: We began the process of developing a theory of change and impact metrics by speaking with other organizations about their experiences. Based on those conversations, and various facilitator resources, such as *The Community Builder's Approach to Theory of Change: A Practical Guide to Theory Development*, we hosted a series of staff workshops to explore and articulate the long-term outcome we were trying to achieve as an organization.

These conversations inspired us to pursue a formal impact evaluation of our program.

- We hired a researcher who designed a mixed-methods study to examine the impact of our 1,000+ member community, including surveys as well as interviews with fellows, alumni and partners. The insights from this research informed the next step in the process, which was to refine our theory of change.
- We developed a staff task force across departments and levels who met regularly to deeply consider our impact and how to measure it.
- The result of this work is our Theory of Impact, which includes evaluative metrics we regularly update to capture meaningful change among our community of leaders, linking our impact to progress in the field of global health.

Global Health Corps strives to build a diverse community of effective leaders who excel in their careers, collaborate with each other, and influence the field of global health. Each aspect of this outcome is tied to a particular set of indicators.

We update our metrics annually by surveying our full community. Our response rates are consistently at least 50%, helping us to track the trajectory of our alumni and their impact on the field of global health.

Success: Our Theory of Impact and our impact metrics have helped us to streamline our data collection and refine our program to amplify our results. We are able to engage donors and other key stakeholders in nuanced conversations about the importance of leadership development for strengthening health systems and how Global Health Corps' program and community contribute to change. Finally, our clarity on how developing leaders and building networks contributes to systems change has helped us to make the case for long-term investment in leadership development.

Metrics or Evaluation Information (if any): [Global Health Corps: Theory of Impact](#)



Name of the Organization: Dog Tag Inc.

Fellowship Program: Dog Tag Fellowship Program

Category: Impact Evaluation

Challenge: The holistic goal of the Dog Tag Inc. (DTI) program is to help military veterans, service members, spouses, and caregivers find purpose in life post-military. DTI empowers its alumni with appropriate skills and mindsets to understand the business world, entrepreneurship, and beyond. Our previous survey focused largely on professional status and fulfilment, rather than self-discovery, personal growth, and connection to the community. After five years and ten cohorts, our understanding of the needs of our population has evolved by working side-by-side with those we serve daily. We work with people, not data points, and as a result, we've honed our programmatic goals to focus on the individual - self-discovery, personal growth - and their connection to the community. Richer understandings of how we shape the career and life trajectories of its alumni can help shed light on the program's long-term impacts.

Approach: In November 2019 we partnered with the RAND Corporation to gain a richer understanding of how DTI shapes the career and life trajectories of our alumni and shed light on the program's long-term impacts. This work not only helps us better understand, measure, and articulate our program outcomes, but it will also ensure that we keep doing what we do well, and do it better as we expand.

Between November 2019 and November 2020, RAND & Dog Tag completed the below tasks/projects:

- Qualitative research - 44% of alumni participated in focus groups & individual interviews;
- Environmental scan;
- Survey review & revision;
- Analyzed 3 data sets from previously-designed alumni survey;
- Revised DTI survey to measure growth in wellness, emotional well-being, self-acceptance, purpose in life, and positive relationships; included items from established scales including the Enriched Life Scale to allow comparison to larger sample population; added new items around challenges faced post-DTI and the impact of COVID-19; completed cognitive testing with 5 alumni prior to final delivery;
- Revised DTI's logic model;
- Revised DTI's application and onboarding surveys to align with alumni survey (establish baseline metrics);

- Launched the revised impact survey in November 2020 for Cohorts 1-11 (participants from 2014-summer 2020).

Success: While our first revised survey has only just launched this month, we conducted numerous focus groups and interviews, as outlined above, to gather qualitative data about our program's impact. Key program perceptions among alumni include:

- **Discovery of Purpose and Direction:** Dog Tag as a catalyst for finding direction, purpose, and becoming "unstuck." Dog Tag is a bridge, a place for exploration.
- **Self-discovery and Acceptance:** Gaining confidence in oneself and ability to network (particularly with civilians), accepting the importance of caring for one's health and wellbeing, establishing boundaries and advocating for oneself, fostering healthy relationships.
- **Confidence and Leadership:** DTI's program helps fellows build confidence in themselves and their abilities; many alumni note that DTI's program helped hone their leadership skills and explore new ways to lead outside of the military.
- **Defining Success:** Fellows report developing a more holistic sense of themselves and in turn their understandings of success post-Dog Tag. The crux of the definition is knowing that it is a flexible concept, and with that, they have to be aware and compassionate with themselves.
- **Finding Support:** DTI provides structure and accountability; coaching and support.
- **Forming a Community:** Sense of identity was crystallized through the collective camaraderie of the "Dog Tag family."

Metrics or Evaluation Information (if any): Not available.



Name of the Organization: BA Women's Alliance

Fellowship Program: EmpowHER

Category: Impact Evaluation

Challenge: In 2018, the B.A. Rudolph Foundation (now BA Women's Alliance) made an explicit commitment to offer and evaluate programming with an equity lens that would impact the personal and professional lives of program participants. The main motivations were to understand the program's effectiveness, inform future programmatic decisions, improve the participant experience, and identify new program opportunities. Secondary motivations were to quantify the impact

of the program for donors, partners, and volunteers. Prior to this commitment, we evaluated impact once a year (a brief survey and reflection essay at the end of their program) to assess program satisfaction and learnings.

Approach: We shifted from an annual post-program survey to ongoing feedback loops with a participant-centred design. Guided by a Results Counts™ framework we continuously sought feedback from participants about what they needed and the program's impact. Feedback loops were offered before, during, and after the program in a number of formats and communication styles:

- When applying to the program, applicants provided baseline data on their background (using an online form);
- Once an applicant was accepted to the program, they had the opportunity to talk with an alumna and ask questions (by phone);
- Once enrolled and throughout the program, participants were offered one-on-one office hours and career coaching sessions (in-person or via webcam/conference call);
- On a weekly basis, workshops and networking opportunities were offered (opportunities to interact in-person or virtually);
- A learning portal with weekly assessments was created to house program resources, trainings, and materials (online learning portal);
- Weekly emails with program updates were shared with the option to connect with staff or the cohort to ask any questions (via email or a mobile group chat app);
- At the end of the program, participants were asked to submit a survey to assess the impact of the program; an optional anonymous survey was offered for those who preferred to share feedback anonymously. We also surveyed supervisors at host organizations to collect their feedback on working with program participants.
- As we approach our 10 year anniversary, we plan to distribute a survey to alumnae to assess longitudinal impact.

These feedback loops have informed our program design from year to year, from the content and sequencing of workshops and events to offering an inaugural alumnae conference, to creating an Alumnae Council Board committee that informs programmatic decisions.

Success: Each year, and throughout the program cycle, we measure success primarily by the perspectives of program participants. Alumnae engagement also speaks volumes for us, demonstrating the long-term commitment of participants

to our mission. As of 2020, 100% of our application review committees (volunteers) were comprised of alumnae and at least one alumna from every year sits on our Alumnae Council. In addition, we evaluate the program by collecting disaggregated data on completion rates, attendance and engagement, weekly assessments, and overall satisfaction with the program. For longitudinal impact, metrics include positive changes in participants' mindsets and perception of self, career trajectories, and awards/publications/honors/degrees or advancements since their time in the program.

Metrics or Evaluation Information (if any): [2020 EmpowHER Impact Report](#) (A longer analysis is available upon request)



Name of the Organization: ProInspire

Fellowship Program: ProInspire Fellowship in Digital Finance

Category: Impact Evaluation

Challenge: How to measure “to what end” are the fellows making an impact on org and systems change?

Approach: **Clarify Objectives:** Program, Agency, Individual; Identify Activities for Monitoring, Learning, and Evaluation Effort; Build Systems and Process to Track Continued Impact

Activities we pursued included:

- Analyzing the Landscape
- Defining Program Objectives
- Mapping Individual/Org Objectives
- Check-Ins
- Milestone Tracker
- Interviews
- Surveys

The development of a milestone tracker tool and process around it was a success.

Success: Analysis conducted by Arabella Advisors (Arabella), in partnership with ProInspire, found that placing fellows in federal agencies is a promising tactic for policy advocacy and capacity building. See page 3 in the report linked below for detail on the evidence to support that.

Metrics or Evaluation Information (if any): [ProInspire Fellowship in Digital Finance: Executive Summary and Program Learnings](#)

List of Survey Respondents

We thank the following fellowship organizations for participating in our survey for the 2020 Fellowship Industry Report:

Amani Institute
American Antiquarian Society
American India Foundation
American Philosophical Society
American University Women & Politics Institute
Atlas Corps
BA Women's Alliance
Center for Mediation, Peace, and Resolution of Conflict
Challenge Detroit
Cleveland Foundation
Congressional Hispanic Caucus Institute
Coro Northern California
Cultural Vistas*
David Bohnett Foundation
Development Gateway
Dog Tag Inc.
Education Insights Center
Emerging Public Leaders
Environmental Defense Fund
Envision Learning Partners
Equal Justice Works*
FAO Schwarz Family Foundation
Foster America
FUSE Corps
Generation WV

Global Health Corps
Harry S. Truman Scholarship Foundation
IDEX Accelerator
IEEE-USA
Ignited
IIE
Immigrant Justice Corps
Independent Sector
Inspiring Capital
IREX*
LeaderSpring Center
Levi Strauss Foundation
Longwood Gardens
Meridian Institute
Mira Fellowship / Cambiar Education
MITRA Technology Foundation
MOSAIC
MovingWorlds
Mozilla Foundation
National Security Institute
New America
New Sector Alliance
Nonprofit Leadership Alliance
Princeton in Africa
Princeton in Latin America
ProInspire
Public Policy & International Affairs Program
Public Rights Project
Robert and Patricia Switzer Foundation

Rotary International
Running Start
Schwarzman Scholars
Second Day
Segal Family Foundation
Southern Education Foundation
Stoneleigh Foundation*
The Asia Foundation
The Atlantic Institute
The Charles and Lynn Schusterman Family Foundation
The Durfee Foundation*
The Eli J. & Phyllis N. Segal Citizen Leadership Program at Brandeis University
The Ford Foundation
The Global Good Fund
The Gratitude Network
Tiny Beam Fund
United Nations Association of the National Capital Area (UNA-NCA)
Urban Leaders Fellowship
US Green Building Council
Voqal
White House Fellows Alumni Association
Wildlife Conservation Society
World Wildlife Fund

**Respondents submitted separate responses for the organization's different fellowship programs*

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