

Fulcrum Fellowship Application

Part I: Applicant Information

A. Contact Information

1. Name
2. Address
3. Telephone
4. Email
5. Agency/Organizational Website

B. Applicant Background and Context

1. Please attach a current CV/resume
2. Please attach a current organizational chart that shows your position/role in relation to the whole enterprise

C. How did you hear about the Fulcrum Fellowship?

Please send your completed application responses in a Word Document or PDF file to the following email address: fulcrum@centerforcommunityinvestment.org.

All applications should be submitted by **August 31, 2018**.

APPLICATION PROCESS

JULY 20, 2018 Applications open	EARLY OCTOBER 2018 Interviews commence
AUGUST 31, 2018 Applications close	MID-DECEMBER 2018 Finalists notified

Part II: Essays

A. Strategy Challenge Essay

During the program, Fulcrum Fellows will be expected to move forward a core, strategic piece of work applying the concepts and themes advanced by the program and using a challenge format that requires fellows to set aggressive milestones and execute against an accelerated timeline. The challenge should be a substantive one that is central to the Fellow's job responsibilities and home institution, as well as the community their work intends to serve. Please note: the challenge should not be a "special project" created to satisfy the requirements of the fellowship.

What is the challenge you will focus on during the fellowship program (up to 1000 words total)? Please address the following questions in your response:

- What result are you striving for, who will benefit from your work, and what will success look like? (Be as concrete and specific as you can.)
- Why this challenge? Why now?
- What will it take to achieve the result you are aiming for? (Who has to do what? What parts of "business as usual" or status quo will have to change? What will be some of the political considerations you will have to work through?)
- How will addressing this challenge help disinvested communities achieve their environmental, social and/or economic priorities?
- What is/will be the role of capital in your challenge? How has/might community investment make a difference in achieving your results?
- How will you address issues of racial and economic inequality?
- How does your job/authority relate to the nature of the challenge? (What aspects are inside your current scope of authority? What aspects are outside of it?)
- Who will you need to work with to move your challenge forward, including internal and external stakeholders? How have you engaged them and/or how will you engage them? Their environmental, social and economic priorities?
- If you are already working on this challenge: Overall, how's it going? Where are you making progress and where are you stuck? What parts are written in stone? What aspects are you able and willing to consider adapting and/or shifting?

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Part II: Essays (continued)

B. Approach

We would like to understand how you currently approach your work. Tell us five quick stories (up to 1200 words total) based on the following prompts that illustrate your efforts to advance social and economic opportunity.

1. Where does your passion for advancing social and economic opportunity come from? How have these origins shaped your work?
2. Tell us a story about failure. What happened? How did you contribute to the failure; what was your “part of the mess”?
3. Tell us a story about a time when you engaged an unlikely ally and worked together to align your efforts.
4. Tell us a story about a time when you had to make a significant mid-course correction in the implementation of a strategy. What happened and what did you do? What was gained and lost as a result of that mid-course correction?
5. Tell us a story about a time when you took a significant personal and professional risk in the service of your results. What did you risk, what led you to take the risk, and what were the consequences?

Part III: Readiness to Participate

Please provide the following:

- Letter of support from direct supervisor
- Assurance of challenge as organizational priority (CEO or board support)
- Signed personal commitment to participate

Part IV: References

Please provide the name, title, email, and telephone number for two references who know you and your work well, and who can speak to your ability to use the fellowship opportunity to drive your work and personal growth forward.

Questions? Please email fulcrum@centerforcommunityinvestment.org.

Visit our website: centerforcommunityinvestment.org/fulcrum-fellowship.

KEY PROGRAM DATES

Session 1

FEBRUARY 20-21, 2019

Launching Together:

Key Frameworks and Results

Session 2

MAY 7-9, 2019

Strengthening Action:

Emergent Strategy Development

and Implementation in the

Context of Race and Equity

Session 3

JULY 24-26, 2019

Making Scale Happen:

Time Scales and System Change

Session 4

OCTOBER 23-25, 2019

Holding Accountability for Impact:

Collaborative Leadership and

Data Frameworks

Session 5

JANUARY 29-30, 2020

Taking Stock and Sustaining:

Working with Large-Scale Networks