

Sabbatical Compendium

2007



The **Durfee** Foundation



Ronald A. Stewart, Ph.D.

Introduction

The Durfee Foundation was not the first foundation to start a sabbatical program for nonprofit leaders, but in the 11 years that we have been running our program, we have become strong believers that sabbaticals offer a unique, transformative opportunity for nonprofit leaders and their organizations. Our foundation has advocated for widespread adoption of this model, and encouraged and consulted with several foundations interested in developing their own sabbatical programs. However, the fact that we do not have thorough research and evaluation to back up our anecdotal claims about the utility of sabbaticals has made it difficult to convince more than a few organizations to pursue it seriously.

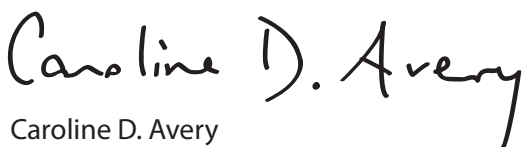
This Compendium is the first step in a planned comprehensive evaluation of sabbatical programs operating in North America. We believe the time is right for such a data-driven study. We came to this realization at a meeting organized by Grantmakers for Effective Organizations (GEO) that focused on Strategies for Sustaining Seasoned Nonprofit Leaders. At that meeting, a number of funders described the multiple benefits that accrue to sabbatical recipients and their organizations – benefits that extend well beyond giving a deserving leader a break - which can have long-lasting effects on organizational structure and performance. The group used the term “Creative Disruption” to describe the impact a radical change such as removing a leader from his or her organization for a sabbatical can have. We agreed that, if the collective lessons learned from multiple sabbatical programs were unpacked, analyzed and presented, there would be great potential to influence the way foundations and nonprofits think about time, management and generative thinking.

Fortunately, there are rich sources of information available to be mined, as can be seen here. This Compendium provides the raw data that will be explored further in the comprehensive evaluation. We hope you will find this information useful. We look forward to hearing from you about how you use it, and most importantly, the additional questions it raises.

There is at least one omission in this Compendium. The Vanguard Public Foundation in San Francisco was one of the pioneers of the sabbatical concept; they elected not to participate in this project at this time. We at Durfee remain thankful for the thoughtful guidance that people at Vanguard gave us when we were designing our program years ago.

We are grateful to Dr. Ronald Stewart, who conducted the interviews and research, and compiled the information in the Compendium. Dr. Stewart has also served as an invaluable consultant to Durfee’s Sabbatical Program. We offer our thanks to everyone who contributed to this Compendium, and we look forward to hearing from you and others about this research and the upcoming evaluation.

Very truly yours,



Caroline D. Avery
President



Claire Peeps
Executive Director

Table of Contents

Alston/Bannerman Fellowship Program	6
Barr Foundation, The	8
California Wellness Foundation, The	10
Chicago Community Trust, The	12
Durfee Foundation, The	14
McCune Foundation	16
Metcalf Charitable Foundation, George Cedric	18
Piper Charitable Trust, The Virginia G.	20
Rasmuson Foundation	22
Reynolds Foundation, Z. Smith	24
Rhode Island Foundation, The	26
Windcall Institute	28
List of Consultants	30

Alston/Bannerman Fellowship Program

1627 Lancaster Street
Baltimore, Maryland 21231

Program Title	Alston/Bannerman Fellowship Program
Year Founded	1988
Geographic Service Area	US, Puerto Rico, Guam, American Samoa and the US Virgin Islands
Sector(s) Eligible to Apply	Not-for-Profit
Eligibility Requirements	Persons of Color with 10 years community organizing experience who have a commitment to work for social change.
Grant Cycle	Annual
Number of Applications Received Per Cycle	265 (+/-)
Number of Fellowships Awarded Per Cycle	4-10
Total Number of Fellowship Awards (to date)	185
Staff Time Dedicated to Program	.80 FTE
Maximum Length of Fellowship Period	None
Minimum Length of Fellowship Period	3 months
Average Length of Fellowship Period	3 months
Value of Fellowship Grant Award	\$25,000 (payable to either the organization or the recipient)
Time between Award and Start of Fellowship	Up to 12 months from month of award.
Grant Purpose	Financial support for non-work release time.
Programmatic Goal(s)	Advancing progressive social change by helping to sustain organizers of color by giving them time for reflection and renewal.
Use of Funds	Fellows may use funds however they choose to support their sabbatical activities.

Alston/Bannerman Fellowship Program, cont.

Current Contact Person: Madeleine Adamson
Telephone Number: 410.327.6220
Email: madamson@aol.com
Website: www.alstonbannerman.org

Application Process	Open application process; application form required; applicant must have approval from Board; a personal statement is required (may be audio taped); 3 letters of reference are encouraged and the application process is completed by paper submission. Application may be submitted in languages other than English.
Recipient Selection Process	Staff reviews all applications, checks references and chooses 40 semi-finalists. The Board (over one-half of whom are former fellows) meets to narrow finalists down to 20. Recorded telephone interviews are then conducted with finalists. Transcripts of interviews are disseminated among Board members and recipients are selected at a second Board meeting.
Orientation/Reentry Process for Recipients	Prior to start of the fellowship, materials are mailed to each recipient providing advice on planning for the sabbatical. Beginning in 2007, Fellows attend an orientation retreat. To a limited degree, past fellows are available to serve in a mentoring capacity.
Reporting Requirements	Final written report required.
Additional Program Features	The Program hosted a reunion of past fellows in 2004.
Program Evaluation	Formative/developmental evaluation was conducted in 2006/2007 by an external consultant.

The Barr Foundation

The Pilot House, Lewis Wharf
Boston, Massachusetts 02110

Program Title	The Barr Fellows Program
Year Founded	2005
Geographic Service Area	Boston
Sector(s) Eligible to Apply	Not-for-Profit
Eligibility Requirements	Executive Director (must lead an organization in the areas of education, environment, arts, housing or social services).
Grant Cycle	Biannual
Number of Nominations Received Per Cycle	130 (+/-) people are nominated every 24 months
Number of Fellowships Awarded Per Cycle	12 (every 24 months)
Total Number of Fellowship Awards (to date)	24
Staff Time Dedicated to Program	.50 FTE
Maximum Length of Fellowship Period	3 years (sabbatical is 3 months)
Minimum Length of Fellowship Period	3 years (sabbatical is 3 months)
Average Length of Fellowship Period	3 years (sabbatical is 3 months)
Value of Fellowship Grant Award	\$30,000 for organizational support; \$6,000 for the fellow's expenses related to Africa travel and executive coaching consultation. Payable to the organization.
Time between Award and Start of Fellowship	Up to 9 months from month of award.
Grant Purpose	Financial support for organizational capacity.

The Barr Foundation, cont.

Current Contact Person: Pat Brandes
 Telephone Number: 617.854.3500
 Email: patricia.brandes@pilothouse.com
 Website: www.barrfoundation.org

<p>Programmatic Goal(s)</p>	<p>To create a leadership network to impact the quality of life in Boston; rejuvenation of outstanding executive directors for continued service in the Boston area; provide emergent leaders with development opportunity; strengthen organizations including distributed leadership and succession planning; foster global thinking as applied to “immigrant city” with a majority/minority status; and build partnerships and exchanges between Boston organizations and others working around the globe toward creative solutions to common social and environmental problems.</p>
<p>Use of Funds</p>	<p>Expenses may include interim leader salary support, technical assistance, and professional development for staff and executive director, travel costs, and executive coaching.</p>
<p>Application Process</p>	<p>None</p>
<p>Recipient Selection Process</p>	<p>The Foundation selects funders and previous Barr Fellows to nominate eligible candidates and rate them against specific criteria (25 nominators). A 6 member selection committee makes the final decision. The committee includes 3 Barr staff/trustees and 3 civic leaders.</p>
<p>Orientation/Reentry Process for Recipients</p>	<p>Fellows spend the first 2 weeks of their sabbatical together on a trip to southern Africa.</p>
<p>Reporting Requirements</p>	<p>The Foundation gathers the cohort of Fellows on semi-annual overnight retreats over the course of 3 years.</p>
<p>Additional Program Features</p>	<p>Fellows are encouraged to use executive coaching and are offered the opportunity to partner with an Ashoka social entrepreneur working in Africa; the Interaction Institute for Social Change partners with the Barr Foundation to provide facilitative leadership training to fellows and their interim directors.</p>
<p>Program Evaluation</p>	<p>Outcome and formative evaluation is conducted annually with the assistance of external consultants.</p>

The California Wellness Foundation

6320 Canoga Avenue, Suite 1700
Woodland Hills, California 91367

Program Title	TCWF Sabbatical Program
Year Founded	2003
Geographic Service Area	California
Sector(s) Eligible to Apply	Not-for-Profit
Eligibility Requirements	Executive Directors employed by health organizations
Grant Cycle	Annual
Number of Applications Received Per Cycle	70 (+/-)
Number of Sabbaticals Awarded Per Cycle	8
Total Number of Sabbatical Awards (to date)	28
Staff Time Dedicated to Program	.15 FTE foundation staff and .10 FTE program consultant
Maximum Length of Sabbatical Period	6 months
Minimum Length of Sabbatical Period	3 months
Average Length of Sabbatical Period	3-4 months
Value of Sabbatical Grant Award	\$30,000 (payable to the organization)
Time between Award and Start of Sabbatical	Up to 12 months from month of award.
Grant Purpose	Salary support for non-work release time.
Programmatic Goal(s)	To keep burnout, stress and fatigue from undermining the effectiveness of the leaders of California's nonprofit health organizations.
Use of Funds:	Expenses may include salary support and costs associated with organizational development or capacity building.
Application Process	Open application process; application form required; applicant must have approval from Board; 3 references are requested and the application process is completed by paper submission.

The California Wellness Foundation, cont.

Current Contact Person: Sandra J. Martínez
Telephone Number: 818.702.1900
Email: smartinez@tcwf.org
Website: www.tcwf.org

Recipient Selection Process	Foundation staff/consultant read all applications and identify 15-20 finalists. Consultant conducts telephone interviews with finalists. A selection committee comprised of 3 Foundation program staff recommends recipients for approval by the Foundation's Board.
Orientation/Reentry Process for Recipients	Foundation hosts an award luncheon for all recipients and an orientation breakfast is facilitated by a consultant.
Reporting Requirements	Final written report and financial summary.
Additional Program Features	\$5,000 is available to organizations for professional development of managers and staff who will assume extra responsibilities during the absence of the sabbatical recipient. Recipient cohorts are provided group contact information for network building purposes.
Program Evaluation	The Foundation is planning to use external consultants to conduct a process evaluation of the Program in 2008.

The Chicago Community Trust

111 East Wacker Drive, Suite 1400
Chicago, Illinois 60601

Program Title	Fellowship for Community Leaders
Year Founded	1982
Geographic Service Area	Cook County, Illinois
Sector(s) Eligible to Apply	Not-for-Profit; Government; Higher Education
Eligibility Requirements	Executive Director or Senior Manager; 10 years of professional experience with demonstrated leadership in their field, must be employed in the Chicago area.
Grant Cycle	Annual
Number of Applications Received Per Cycle	50 (+/-)
Number of Fellowships Awarded Per Cycle	2
Total Number of Fellowship Awards (to date)	59
Staff Time Dedicated to Program	.06 FTE
Maximum Length of Fellowship Period	15 months
Minimum Length of Fellowship Period	8 months
Average Length of Fellowship Period	12 months
Value of Fellowship Grant Award	\$175,000 (salary support paid to the organization and travel expenses reimbursed directly to recipient).
Time between Award and Start of Fellowship	Up to 6 months from month of award.
Grant Purpose	Financial support for non-work release time.
Programmatic Goal(s)	To reward leaders by providing time to renew their commitment to their fields and sectors. To strengthen their leadership skills and expand their knowledge base through individual study and travel.
Use of Funds	Expenses may include salary support, travel costs, or fees associated with professional or personal development.

The Chicago Community Trust, cont.

Current Contact Person: Greg White
Telephone Number: 312.616.8000
Email: gwhite@cct.org
Website: www.cct.org

Application Process	Open application process; application form required; applicant must have approval from Board; a personal statement is required; 3 letters of reference are requested and the application process is completed by paper submission.
Recipient Selection Process	Selection is done by committee. Members include a Board member, foundation staff, alumni, and community leaders.
Orientation/Reentry Process for Recipients	N/A
Reporting Requirements	Final written report is required as well as an oral presentation of lessons learned made to the Foundation's Board.
Additional Program Features	None
Program Evaluation	Process evaluation was conducted in 2003 by external consultants.

The Durfee Foundation

1453 Third Street, Suite 312
Santa Monica, California 90401

Program Title	Sabbatical Program
Year Founded	1997
Geographic Service Area	Los Angeles County
Sector(s) Eligible to Apply	Not-for-Profit (educational institutions excluded)
Eligibility Requirements	Executive Director or Senior Manager (minimum of 10 consecutive years in the sector with principal responsibility for implementation of mission, fundraising and management of finances).
Grant Cycle	Annual
Number of Applications Received Per Cycle	35 (+/-)
Number of Sabbaticals Awarded Per Cycle	6
Total Number of Sabbatical Awards (to date)	67
Staff Time Dedicated to Program	.5 FTE
Maximum Length of Sabbatical Period	None (however, more than 5 months discouraged)
Minimum Length of Sabbatical Period	3 months
Average Length of Sabbatical Period	3-4 months
Value of Sabbatical Grant Award	\$35,000 (payable to the organization)
Time between Award and Start of Sabbatical	Up to 12 months from date of award.
Grant Purpose	Financial support for non-work release time.
Programmatic Goal(s)	The primary goal is to replenish the stores of energy and inspiration for the community's most gifted leaders to travel, reflect or otherwise renew themselves in whatever manner they propose (see website for complete goals).
Use of Funds	Expenses may include salary support, travel costs, or fees associated with professional or personal development

The Durfee Foundation, cont.

Current Contact Person: Claire Peeps
Telephone Number: 310.899.5120
Email: claire@durfee.org
Website: www.durfee.org

Application Process	Informational open house; application form required; applicant must have approval from Board; a personal statement and 3 references are required.
Recipient Selection Process	Selection is done by committee. Committee members include 2 Foundation staff/trustees, and 3 former sabbatical recipients. Committee selects 12 finalists and staff perform site visits to finalist organizations. Committee conducts in-person interviews of all finalists.
Orientation/Reentry Process for Recipients	Foundation hosts a separate luncheon and orientation for both recipients and secondary leaders. Recipients are paired with a program alum as a mentor.
Reporting Requirements	Three page final report and completion of pre- and post-sabbatical questionnaires required.
Additional Program Features	\$7,500 (over two years) is available to organizations to support staff development; \$2,500 is available as a pay bonus for the secondary leader(s); 5 hours of management consulting or executive coaching is available to each recipient/organization; the Foundation hosts two alumni luncheons each year and a two-day retreat every other year. Foundation sends a gift basket of baked goods to the organization two days after the director's return to thank staff for their efforts.
Program Evaluation	Process evaluation was conducted in 2001/2002 as part of a doctoral candidate's dissertation research. In-house formative/developmental evaluation is conducted annually with each recipient cohort.

McCune Foundation

750 Six PPG Place
Pittsburgh, Pennsylvania 15222

Program Title	Management Revitalization Initiative
Year Founded	2001 (the Initiative has not been offered each year in past years)
Geographic Service Area	Western Pennsylvania and West Virginia Panhandle
Sector(s) Eligible to Apply	Not-for-Profit (small to mid-sized organizations)
Eligibility Requirements	Executive Directors or Senior Managers. Applicant must work for an organization dedicated to health and human services or arts and culture.
Grant Cycle	Annual
Number of Applications Received Per Cycle	Applications by invitation only. 15-30 candidates are invited by the Foundation to apply.
Number of Sabbaticals Awarded Per Cycle	3-6
Total Number of Sabbatical Awards (to date)	9
Staff Time Dedicated to Program	1 FTE (.5 program consultant; .5 foundation staff)
Maximum Length of Sabbatical Period	6 months
Minimum Length of Sabbatical Period	None
Average Length of Sabbatical Period	6 months
Value of Sabbatical Grant Award	\$50,000 (payable to the organization)
Time between Award and Start of Sabbatical	Up to 6 months from month of award.
Grant Purpose	Financial support for non-work release time.
Programmatic Goal(s)	To give top executives and selected senior staff the opportunity to design a self-directed experience focused on professional growth, personal revitalization, broadening of vision, expansion of knowledge; to build leadership capacity; to enlarge networks; to increase confidence.
Use of Funds	Expenses may include salary support, travel costs, or fees associated with professional or personal development.

McCune Foundation, cont.

Current Contact Person: Matt Dooley
Telephone Number: 412.364.3196
Email: mattdooley@cmu.edu
Website: www.mccune.org

Application Process	Candidates are invited to apply; application form required; applicant must have approval from Board; a personal statement is required; application process is completed by paper submission. Those wishing to apply may attend a Foundation sponsored question and answer session prior to submission of materials.
Recipient Selection Process	Selection is done by committee. Committee members include up to 2 foundation staff, 2 external persons, and up to 2 former program recipients.
Orientation/Reentry Process for Recipients	The Foundation holds a celebratory meeting for each cohort.
Reporting Requirements	An interim report is required at the half-way point followed by a final report upon conclusion.
Additional Program Features	Nominations are not based on length of tenure in the position or within the sector, but rather the Foundation's past and anticipated future relationship with and interest in the work of the sponsoring organization.
Program Evaluation	Formative/developmental evaluation was conducted in 2005. An external consultant assisted with this process.

George Cedric Metcalf Charitable Foundation

174 Avenue Road
 Toronto, Ontario
 Canada M5R 2J1

Program Title	Renewal Fellowship
Year Founded	2005
Geographic Service Area	Toronto
Sector(s) Eligible to Apply	Not-for-Profit
Eligibility Requirements	Executive Directors or Senior Managers, 10 years experience in the community-based charitable sector with 2 years in current position; applicants must be engaged in work that focuses on strengthening low-income communities.
Grant Cycle	Annual
Number of Applications Received Per Cycle	7 (+/-)
Number of Fellowships Awarded Per Cycle	2-3
Total Number of Fellowship Awards (to date)	5
Staff Time Dedicated to Program	.05 FTE
Maximum Length of Fellowship Period	12 months
Minimum Length of Fellowship Period	3 months
Average Length of Fellowship Period	6 months
Value of Fellowship Grant Award	\$40,000 (payable to the organization). Organization must commit to maintaining recipient's health benefits.
Time between Award and Start of Fellowship	Up to 12 months from month of award
Grant Purpose	Financial support for non-work release time.
Programmatic Goal(s)	To support, celebrate and strengthen exceptional senior leaders and recognize how much they can benefit from periods of professional development and replenishment in order to achieve higher impact, creativity, and engagement in their work. To strengthen community-based organizations, and the sector, by supporting people who work in them at various stages in their careers.

George Cedric Metcalf Charitable Foundation, cont.

Current Contact Person: Colette Murphy
 Telephone Number: 416.926.0366
 Email: cmurphy@metcalffoundation.com
 Website: www.metcalffoundation.com

Use of Funds	Expenses may include salary support, travel costs, or fees associated with professional or personal development.
Application Process	Open application process; application form required; applicant must have approval from Board (if the applicant is the executive director); a personal statement is required; 3 letters of reference are requested; application materials are available electronically; application process is completed by paper submission. As part of the recruitment and application process, the Foundation approaches key leaders associated with the sector and invites them to identify and encourage senior leaders who they believe would benefit to apply for a Fellowship.
Recipient Selection Process	Selection is done by committee. Two (2) foundation staff and three (3) external persons comprise the committee. If the applicant is not known to any of the members s/he is invited to the Foundation for a personal interview.
Orientation/Reentry Process for Recipients	Recipients are invited to the Foundation to reflect on and assess the upcoming experience and how both parties will learn from the opportunity.
Reporting Requirements	Final written report and financial summary is required. Annually, recipients are invited to meet as a group to reflect on learnings from their experience and ways the Foundation can improve the Program.
Additional Program Features	Recipients are permitted to engage in residencies, specialized training or study, research or travel as part of their experience.
Program Evaluation	In-house formative/developmental evaluation is conducted on an on-going basis.

The Virginia G. Piper Charitable Trust

6720 North Scottsdale Road, Suite 350
Scottsdale, Arizona 85253

Program Title	The Piper Fellows Program
Year Founded	2001
Geographic Service Area	Maricopa County, Arizona
Sector(s) Eligible to Apply	Not-for-Profit and Public/Government
Eligibility Requirements	Executives (with significant responsibilities for the programmatic or operational activities of an organization serving the areas of human services, health care, education, religion, or arts and culture)
Grant Cycle	Annual
Number of Applications Received Per Cycle	20 (+/-)
Number of Fellowships Awarded Per Cycle	5 (up to)
Total Number of Fellowship Awards (to date)	23
Staff Time Dedicated to Program	.25 FTE
Maximum Length of Fellowship Period	2 months
Minimum Length of Fellowship Period	1 month
Average Length of Fellowship Period	1 month
Value of Fellowship Grant Award	\$30,000 (payable to organization)
Time between Award and Start of Fellowship	Up to one year from month of award
Grant Purpose	Financial support for non-work release time.
Programmatic Goal(s)	Rejuvenation and professional development
Use of Funds	Expenses may include salary support, travel costs, or fees associated with professional or personal development.
Application Process	Open application process; application form required; applicant must have approval from Board; a personal statement is required; 3 letters of reference are requested and the application process is completed by paper submission.

The Virginia G. Piper Charitable Trust, cont.

Current Contact Person: Judy Mohraz
Telephone Number: 480.948.5853
Email: jmohraz@pipertrust.org
Website: www.pipertrust.org

Recipient Selection Process	Selection is done by committee. Committee members include 1 fellow from the previous year and 2 community leaders. Committee forwards recommendation to the Board for approval.
Orientation/Reentry Process for Recipients	Foundation hosts a luncheon with current fellows and trustees and a breakfast among the new fellows.
Reporting Requirements	Written final report and a financial summary.
Additional Program Features	The Foundation will match organizations up to \$10,000 on a dollar for dollar basis for all new dollars set aside for staff development.
Program Evaluation	No evaluation has been conducted to date.

Rasmuson Foundation

301 West Northern Lights Blvd.
Anchorage, Alaska 99503

Program Title	Sabbatical Program
Year Founded	2004
Geographic Service Area	Alaska
Sector(s) Eligible to Apply	Not-for-Profit and Tribal Governments
Eligibility Requirements	Executive Director or Chief Executive Officer (must work for health and human services organization)
Grant Cycle	Annual
Number of Applications Received Per Cycle	15 (+/-)
Number of Sabbaticals Awarded Per Cycle	4-6
Total Number of Sabbatical Awards (to date)	15
Staff Time Dedicated to Program	.20 FTE
Maximum Length of Sabbatical Period	6 months
Minimum Length of Sabbatical Period	2 months
Average Length of Sabbatical Period	3 months
Value of Sabbatical Grant Award	\$30,000 (payable to the organization)
Time between Award and Start of Sabbatical	Up to 12 months from month of award.
Grant Purpose	Financial support for non-work release time.
Programmatic Goal(s)	This award is for the personal growth or renewal of the applicant in order to combat job related stress and burnout.
Use of Funds	Expenses may include salary support, travel costs, or fees associated with professional or personal development.
Application Process	Open application process; application form required; applicant must have approval from Board; a personal statement is required; the application process is completed by paper submission.

Rasmuson Foundation, cont.

Current Contact Person: Sammye Pokryfki
Telephone Number: 907.297.2881
Email: spokryfki@rasmuson.org
Website: www.rasmuson.org

Recipient Selection Process	Selection is done by committee. Members include 1 foundation staff; 2 foundation trustees; and 3 members of the public (all of whom are current or former executive directors of nonprofit organizations; the desire is for at least one position to be held by a former sabbatical recipient).
Orientation/Reentry Process for Recipients	Foundation staff and an organizational development consultant meet with each recipient. Foundation hosts an annual meeting of all current and past recipients and uses this opportunity to share experiences with those about to start their sabbatical.
Reporting Requirements	A final written report is required.
Additional Program Features	Recipients are permitted to budget in a pay/bonus stipend to their secondary leaders as part of the sabbatical grant budget. The Foundation provides the services of an organizational development consulting firm to each recipient and organization.
Program Evaluation	Formative/developmental evaluation is conducted annually with each cohort of recipients. External consultants assist with this process.

Z. Smith Reynolds Foundation

147 South Cherry Street, Ste. 200
Winston-Salem, North Carolina 27101

Program Title	Z. Smith Reynolds Foundation Sabbatical Program
Year Founded	1991 (1989 pilot project)
Geographic Service Area	North Carolina
Sector(s) Eligible to Apply	Not-for-Profit (government and universities are excluded)
Eligibility Requirements	Executive Director (with minimum 3 year tenure as executive and 5 years total service to the organization; applicants may work for an organization dedicated to community economic development, democracy and civic engagement, the environment, pre-collegiate education, social justice and equity, among others).
Grant Cycle	Annual
Number of Applications Received Per Cycle	40 (+/-)
Number of Sabbaticals Awarded Per Cycle	5
Total Number of Sabbatical Awards (to date)	78
Staff Time Dedicated to Program	.33 FTE
Maximum Length of Sabbatical Period	6 months
Minimum Length of Sabbatical Period	3 months
Average Length of Sabbatical Period	3-4 months
Value of Sabbatical Grant Award	\$25,000 (payable to recipient)
Time between Award and Start of Sabbatical	Up to 12 months from month of award.
Grant Purpose	Financial support for non-work release time.
Programmatic Goal(s)	Non-professional development, rest and rejuvenation
Use of Funds	Expenses may include salary support, travel costs, or fees associated with professional or personal development. Sabbatical recipients must also pay all applicable income taxes.

Z. Smith Reynolds Foundation, cont.

Current Contact Persons: Brika Eklund or LaRita Bell
Telephone Number: 800.443.8319
Email: brikae@zsr.org or larita@zsr.org
Website: www.zsr.org

Application Process	Open application process; application form required; applicant must have approval from Board; a personal statement is required; 3 letters of reference are requested and the application process can be completed electronically or by paper submission.
Recipient Selection Process	Selection is done by committee. Committee members include 2 foundation fellows (second year fellow has voting privileges), 1 foundation staff, 2 foundation trustees, 2 former members from the Foundation Advisory Panel and 1 former program recipient. Six recipients are awarded from among 10 finalists. Finalists meet with the committee and recipients are announced in March.
Orientation/Reentry Process for Recipients	A full-day retreat (one-half day on the first day in the afternoon and one-half day on the second day in the morning). Both sessions are facilitated by an external consultant. Foundation staff does not participate in either retreat.
Reporting Requirements	Recipients are encouraged to journal while on sabbatical and to use these observations to write an 800-1200 word report. No financial report is required.
Additional Program Features	Prior to the recipient returning to work, a gift basket and letter is sent to the organization acknowledging the collective efforts of staff while their leader was away. Foundation strives to host a reunion among all recipients every five years. Foundation offers one-time support of \$500 per recipient class/cohort to support a mini-reunion for that class/cohort (organized by that class/cohort).
Program Evaluation	No formal evaluation has been conducted other than developmental considerations resulting from the Pilot Phase.

The Rhode Island Foundation

One Union Station
Providence, Rhode Island 02903

Program Title	Rhode Island Fellows Program
Year Founded	1999
Geographic Service Area	State of Rhode Island
Sector(s) Eligible to Apply	Not-for-Profit
Eligibility Requirements	Program is currently on hiatus and being restructured.
Grant Cycle	Annual
Number of Applications Received Per Cycle	100
Number of Fellowships Awarded Per Cycle	20
Total Number of Fellowship Awards (to date)	120
Staff Time Dedicated to Program	.10 FTE
Maximum Length of Fellowship Period	The fellowship was self-defined with no time limit.
Minimum Length of Fellowship Period	N/A
Average Length of Fellowship Period	1 year
Value of Fellowship Grant Award	\$12,500 (payable to organization)
Time between Award and Start of Fellowship	One year from month of award
Grant Purpose	Financial support for non-work release time.
Programmatic Goal(s)	To reduce burnout and/or provide time for personal renewal or professional skill enhancement.
Use of Funds	Expenses included salary support, travel costs, or fees associated with professional or personal development.
Application Process	Open application process; application form was required; applicant must have had approval from Board; a personal statement was required and the application process was completed by paper submission.

The Rhode Island Foundation, cont.

Current Contact Person: Carol Golden
Telephone Number: 401.274.4564
Email: cgolden@rifoundation.org
Website: www.rifoundation.org

Recipient Selection Process	Selection was done by committee. Members included staff from the Foundation and external experts from the Sector.
Orientation/Reentry Process for Recipients	Recipients started and ended their fellowships with a facilitated retreat. Recipients were offered individual time with a consultant as needed.
Reporting Requirements	A final written report was required and recipients were encouraged to make an oral presentation to the Foundation upon conclusion of their fellowship.
Additional Program Features	None
Program Evaluation	Process evaluation was conducted in December 2005 by external consultants. The program was on hiatus from 2006 and is scheduled to resume in 2008.

Windcall Institute c/o Common Counsel Foundation

678 13th Street, Suite 100
Oakland, California 94612

Program Title	Windcall Resident Program
Year Founded	1989
Geographic Service Area	United States
Sector(s) Eligible to Apply	Not-for-Profit
Eligibility Requirements	Leaders working for organizations dedicated to social, economic and environmental justice
Grant Cycle	Annual
Number of Applications Received Per Cycle	100 (+/-)
Number of Residencies Awarded Per Cycle	12-36
Total Number of Resident Awards (to date)	430
Staff Time Dedicated to Program	.50 FTE program staff and .10 FTE program consultant
Maximum Length of Residency Period	4 weeks
Minimum Length of Residency Period	2 weeks
Average Length of Residency Period	2 weeks
Value of Residency Grant Award	Not a cash award (value of services to each recipient is equal to \$3,500)
Time between Award and Start of Residency	Up to 4 months from month of award.
Grant Purpose	Residency at a specific location (Vermont).
Programmatic Goal(s)	To help social justice leaders stay in their valuable work for the long haul, maximizing their contribution to addressing the nation's pressing issues. The Program aims to stem burnout and sustain leaders through a multi-week residency program centered on renewal, reflection, and creativity.
Use of Funds	Cash support of up to two-thirds of travel expenses related the residency is provided.

Windcall Institute c/o Common Counsel Foundation, cont.

Current Contact Person: Holly Fincke
Telephone Number: 510.834.3892
Email: hollywfp@igc.org
Website: www.windcall.org

Application Process	Open application process; application form required; applicant must have approval from Board; a personal statement is required; 2 references are requested and the application process can be completed electronically or by paper submission.
Recipient Selection Process	National committee of former residents serves as the selection committee.
Orientation/Reentry Process for Recipients	The application process is designed as an orientation tool and helps people to self-select regarding appropriateness of fit with program. On-site coordinators in Vermont place calls to incoming residents and mail out advance materials to assist recipients in preparation for their sabbatical.
Reporting Requirements	No formal reporting is required.
Additional Program Features	While in residence recipients are offered, at no cost, services related to experiences with nature, physical activity and creativity (e.g. yoga, painting, hiking, horseback riding, pottery, time in nature, etc.).
Program Evaluation	To date, evaluation has not been conducted although resident feedback is collected and served as the basis for founder Susan Well's book <i>Changing Course – Windcall and the Art of Renewal</i> to be published in late 2007. Additionally, this information is valuable as it documents patterns of outcomes among residents.

The following individuals or firms have provided, or are currently providing, consulting services to Sabbatical/Fellowship Programs (organized by state):

ALASKA

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907.743.1200

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