

## **Bay Area Interim Executive Directors (BAIED) Interim Leadership Fellowship Program 2023**

### **Introduction**

The BAIED network is made up of seasoned Interim Executive Director/CEOs from around the Bay Area. We meet every other month to share experiences, resources, challenges and solutions with each other to improve our practice and the services we provide.

We are mindful of the lack of diversity within our current membership. We seek to invest in diversifying our network in a variety of ways to better reflect and serve our clients and our communities. By encouraging and supporting leaders of color, of different ages, and from previously marginalized groups, this fellowship is one way in which the BAIED network is aspiring to accomplish this goal.

### **Goal for Fellowship Program**

1. Improve the diversity of our membership, to better reflect the Bay Area communities we serve
2. Encourage younger, more diverse interim leadership
3. Provide support and mentorship to promising new interim leaders
4. Spark the philanthropic community to consider such leadership training efforts

### **Criteria for Fellowship Program**

- Individuals with a passion for nonprofit leadership and furthering the field of interim work, who are serious about exploring interim work as the next phase of their career.
- Preference/priority for individuals with at least 7 years of nonprofit senior leadership experience. This may include board leadership (e.g. board officer) in combination with other relevant experiences.
- Commitment to attending and actively listening at all meetings.
- Assisting with the planning of and preparation for meetings.
- One year term.
- Interest in applying to be a member of BAIED at the end of Fellowship. (Membership is not guaranteed.)

*Note: The current general membership criteria for non-fellow members reads that all of the members have at least 10 years of experience with nonprofit leadership and a minimum of three years or three positions as an Interim Executive Director/CEO. Our general members are veteran interims.*

***If you are interested in joining the fellowship, please contact us at  
info@bayareainterims.com.***

### **Expectations of Fellows**

- Attend at least 75% of the meetings over the course of a year
  - Three missed meetings will constitute a termination of the Fellowship
  - Fellows may reapply or be nominated the following year and/or when more committed, ready to be engaged.
- Will have a culminating conversation with the full group or subset of the group.

### **Orientation/Mentorship**

- BAIED membership offers to provide some basic orientation to the work. This might take the form of a group discussion of how members approach the work (e.g. structures, models, resources).
- 1:1 mentorship from one or more members at least quarterly.
- Fellow should be proactive about requesting any additional orientation or membership they would like.
- Work/gig related problem solving, brainstorming, or appropriate troubleshooting. (Available both during meetings and outside of regular meetings if desired.)
- General consultancy advice.

### **Process for Fellowship Selection and Term**

- A current member proposes, vets potential candidate(s) and refers to the full membership
- No more than two Fellows per year will be invited to the group to ensure that it is manageable and that Fellows can spend time with an array of members
- Candidate submits a 1-2 page document, answering these questions:
  - Long term nonprofit leadership experience?
  - Past, current interim leadership experience?
  - Commitment/intention to make interim leadership a future focus?
  - Past, current other consulting experience?
  - Any relevant training, reading relevant to this work?
  - Website and LinkedIn profile?
  - 1-3 References?
- BAIED general membership or subcommittee reviews all candidates
- BAIED determines numbers of Fellows they are willing to have for the year
- Finalist candidates are discussed/approved/denied at following general BAIED Meeting
- Available initial mentor/"buddy" is confirmed, generally to be the member that nominated the Fellow
- Fellows can be nominated throughout the year

Please note that BAIED volunteers are not trained therapists, legal counsel or job placement specialists.

## Optional/Potential Curriculum for Individual Interim Leadership Fellowship Study

### Interim Leadership

#### *Reading Material*

Interim Executive Directors: The Power in the Middle, CompassPoint Monograph

Speed of Trust, Covey

The New Leader's 100 Day Action Plan, Bradt, Check, Lawler

Managing Transitions: Making the Most of Change, Bridges and Bridges

Governance as Leadership: Reframing the Work of Nonprofit Boards, Chait, Ryan, Taylor

*Alliance for Nonprofit Management, Executive Transition Resource Materials*

<https://www.nonprofit-leader-transition.com/research>

#### *Join*

Alliance for Nonprofit Management, Executive Transitions Subcommittee

#### *Attend*

Third Sector Training Sessions

#### *Create*

Create or Update LinkedIn profile

Web Page for consulting

### Diversity, Equity, Inclusion

[The Equity Journey](#), on line modules

**Being Antiracist | National Museum of African American History and Culture**

<https://nmaahc.si.edu/learn/talking-about-race/topics/being-antiracist>

**NYTimes: I Don't Need 'Love' Texts From My White Friends**

<https://www.nytimes.com/2020/06/05/opinion/whites-anti-blackness-protests.html?referrerSource=articleShare>

**Reflections From a Token Black Friend**

On structural racism, implicit bias, and what white people do (and don't) say



[Ramesh A Nagarajah](#)

<https://humanparts.medium.com/reflections-from-a-token-black-friend-2f1ea522d42d>

**The Bias of Professional Standards**

[https://ssir.org/articles/entry/the\\_bias\\_of\\_professionalism\\_standards#](https://ssir.org/articles/entry/the_bias_of_professionalism_standards#)