The Food Systems Leadership Fellowship*

A new national fellowship for leaders working at the intersections of food, health, environment, agriculture, regional economies and community development building power and shifting the cultural norms needed to foster a more equitable and sustainable food system.

* The fellowship’s name will be finalized through a branding process with the Director and Steering Committee in early 2018.
Table of Contents

Overview ................................................................. 3
Landscape Analysis ....................................................... 7
Fellowship Design ....................................................... 8
Projected Impact ......................................................... 14
Structure & Governance ............................................... 15
Frequently Asked Questions ......................................... 16
Timeline ................................................................. 20
Budget ................................................................. 21
Appendix 1: Methodology for Design Phase ....................... 22
Appendix 2: Interviews and Surveys ................................. 22
Appendix 3: Landscape Analysis ..................................... 25
Overview

Because the Food System Must Change

Despite significant progress in the past two decades, our food system remains the driver of some of our nation’s most entrenched problems: from widespread hunger to public health epidemics of diet-related illnesses; from environmental impacts like water and air pollution to the lack of competition in markets; and from food access limitations to devastated rural economies.

We believe the food system needs transformational change—and that in order to create such change, we must invest in leaders working at the intersections of health, agriculture, environment and social justice, giving them time to think deeply, connect across a diversity of strategies and issues, and strengthen essential skills.

We also believe that in order to make the kind of transformational change we need it is essential that we work more effectively together—and ensure solutions are holistic. As farmer and poet Wendell Berry says, we need to “solve for pattern,” ensuring that environmental concerns such as water quality are addressed alongside rural economic development, or that community food access be reduced in tandem with promotion of truly healthy food. We believe food issues cannot be solved in isolation. This fellowship will build strong connections among leaders—from diverse interest areas, regions, and strategies—to more effectively address the complexity of food system change.

The Fellowship We Envision

The fellowship will provide a space for trusted relationships to form among diverse cohorts. It will offer leaders the time and resources to conceive of bold ideas and identify viable strategies to bring them to life. And it will create new networks, across specific entry points and strategic approaches, to catalyze new ways of thinking about systems change. In so doing, the fellowship will strengthen the capacity of the country’s most important leaders, networks, and organizations, ultimately helping build power and shift cultural norms to foster a food system with greater equity, environmental sustainability, and health.
LAUNCHING WITH THE FIRST COHORT IN THE FALL OF 2018, THE FELLOWSHIP WILL PROVIDE:

- A two-year program for a cohort of twelve leaders working across the United States;
- Three in-person gatherings each year focused on skills building around leadership development, communications, public policy, organizing, financial sustainability;
- A commitment to diversity and equity, at least half of each cohort will be people of color and half of each cohort will be women, and the fellowship will seek participants from diverse regional backgrounds as well as lesbian, gay, bisexual and transgender leaders;
- One learning exchange outside of the United States to explore food systems in a different cultural and economic context;
- A $20,000 stipend to support leaders’ participation;
- A supported alumni community for ongoing collaboration and networking.

How it Will Function

The fellowship will be housed by the Windward Fund (administered by Arabella Advisors), led by an Executive Director who will be hired in early 2018 and governed by a six-person Steering Committee, including donor and community member representatives. The fellowship will also benefit from a Community Advisory Network whose role will be to help ensure the highest quality candidates and best engagement with community partners. The fellowship was developed by former WK Kellogg Foundation Food & Society alumni as well as leaders at four foundations (The McKnight Foundation, 11th Hour Project, Panta Rhea Foundation, and GRACE Communications Foundation). It is being conceived as a multi-funder and multi-partner collaboration, benefiting from a range of donor members as well as community representatives. We are actively cultivating a broad base of funders and major donors. The fellowship will also tap into and benefit from an incredible ecosystem of programs in the field, ensuring we don’t duplicate efforts but we build on what already exists.

Why Now?

This fellowship responds to the need for leadership cultivation. Over the past several decades, we have seen enormous successes in efforts to foster a more sustainable, healthy and equitable food system: State, local, and federal government agencies have developed innovative policies; strong tent-pole organizations have emerged in the non-profit sector; the private sector has become increasingly attuned to the demand for transparency and sustainability. While powerful work is underway, there is no national fellowship to strengthen the leadership and deepen the networks for those working on food system change. This fellowship fills a critical gap in the leadership development ecosystem.
This fellowship is inspired by and builds on lessons learned from the most successful national fellowship program for food system leaders, the W. K. Kellogg Foundation’s Food & Society Fellowship. (It operated under several names, including Food and Policy, Food and Society, and Food and Community). Over the course of its operation, the W.K. Kellogg Foundation fellowship supported nearly 100 food system leaders. Among our design team were two alums from the Kellogg fellowship as well as its former program director. In addition to our perspective, we have talked extensively with alumni from the program and with other former program staff. Our design builds on lessons learned and will benefit from the built-in network of the alumni of the program.

This fellowship supports people of color and women historically underrepresented in or excluded from leadership programs. With values of equity and diversity at the heart of the program, the fellowship will be designed to recruit quality candidates from diverse backgrounds and support their success in the program and beyond. This includes a focus on people of color, women as well as participants from diverse regional backgrounds and lesbian, gay, bisexual and transgender leaders.

This fellowship is needed today, more than ever. Developing strong and connected leaders is vital in any political context, but is even more crucial now. This moment necessitates ever more coordinated efforts to advance solutions to the challenges facing our food system and to the threats to roll back much of the progress that has been made in the past several decades. In this political climate, change agents need to develop new and stronger mechanisms for building trust and solutions across demographics, regions, and issue areas.

History

In 2013, a nearly twelve-year experiment in leadership development by the W.K. Kellogg Foundation ended. Over the course of its life, the Foundation’s Food & Society Fellowship served nearly one hundred leaders and sparked numerous groundbreaking organizations, launched careers in food system change, and deepened the networks of change makers working nationwide to transform the food system.

When the program was shuttered, alumni from the fellowship expressed concern about the gap it left: the lack of a high-profile program serving food change leaders and focused on essential skills building and networking. Several years later, Mark Muller (former director of the fellowship, now at the McKnight Foundation), Anna Lappé (an alumna of the program and now at Panta Rhea Foundation) and Haile
Johnston (an alumna and co-founder of The Common Market) along with two other funders, Scott Cullen of the GRACE Communications Foundation and Sarah Bell from The 11th Hour Project, came together to explore the idea of a new national fellowship program.

Together, this group led an initial test of concept, interviewing alumni and administrators of the Food & Society Fellowship as well as other nonprofit and foundation leaders. These conversations communicated a broad consensus for a new fellowship for food system change. In the spring of 2016, the team engaged Karen Karp & Partners to conduct a landscape assessment and to rigorously ground-truth the concept with food system leaders and funders across the country.

**Design Phase – Spring/Summer 2017**

- 19 one-on-one interviews conducted by Karen Karp & Partners (see Appendix 2);
- 36 food system leaders participated in three half-day listening sessions in Oakland, Chicago, and Atlanta (see Appendix 2);
- 39 programs reviewed for a landscape assessment (see Appendix 3);
- Presentation at the Sustainable Agriculture and Food System Funders;
- In addition to these formal interviews, dozens of additional conversations have occurred with Steering Committee members and colleagues in the field.

**KEY QUESTIONS INCLUDED:**

- Is there a clear sense a food system-focused fellowship fills an urgent need?
- Would this fellowship be unique and non-duplicative with current and emergent programs?
- Who should the fellowship serve & what experiences and skills should it offer?
- How should the program be structured and governed to ensure greatest impact and “walk the talk” of its core values of equity and diversity?

**Launch Phase – Fall/Winter 2017-2018**

- Establishment of fiscal sponsorship and initial founding funders secured;
- Formation of the interim Steering Committee;
- Creation of the Community Advisory Network;
- Search process developed and completed for the Director.
Landscape Analysis

An extensive survey of the field uncovered dozens of quality fellowships, but none with a focus on food system change makers combined with the unique set of skills trainings, experiential learning, and relationship-building that make up the heart of this program.

While we found a handful of fellowships for food system leaders, none provide the kind of training and relationship building we will offer:

- **Skills-building professional development in key areas** (communications, organizing, policy, finance, and leadership);
- **International learning exchange**;
- **Alumni networking post-fellowship**;
- **Stipend** to support leaders’ engagement in the fellowship.

We researched 39 fellowships both to ensure the need for our program and to learn from other models. For a complete description of all programs, see Appendix 3.

**KEY FINDINGS:**

- **Many strong fellowships are not food-system focused**: We identified other fellowships that provide valuable opportunities for leaders working in food systems reform, but that are not specific to advancing food system change. For instance, the BALLE Local Economy Fellowship is designed for leaders who are advancing the development of equitable and healthy local economies. Though the fellowship has included leaders working on local food projects, it is not specific to the food and agriculture sector, nor does it support the breadth and diversity of food system leaders this fellowship would support.

- **Many food system-specific fellowships focus on young people, not those who’ve demonstrated long-term commitments**: We found a number of stellar programs for younger fellows or new to food system change. These are wonderful programs but they don’t provide the opportunity this fellowship will for committed leaders.

- **Few fellowships offer financial support**: Fewer than half of the 39 programs analyzed provided stipends; in some cases the programs had tuition attached. In order to reach beyond “the usual suspects” and ensure the benefits of the fellowship are available to leaders of under-resourced organizations and communities, the stipend is key.

- **There are great fellowships for specific skills-building**: We were delighted to see a number of fellowships, including several new programs, providing specific training opportunities, like the
HEAL Food Alliance School of Political Leadership Institute for those interested in running for elected office; the George Washington Food Policy Leadership Institute for those working on food policy; and the Stone Barns Exchange Fellowship for those interested in education on agroecology and farm-driven cuisine. We see all of these efforts as playing essential roles, and we plan to work closely with these programs, but we also see this finding as further evidence that our fellowship fills a gap in a leadership-training program of the kind we are creating.

**Fellowship Design**

Through interviews and listening sessions, a consensus emerged: a new national fellowship for committed food system leaders—representing a radical diversity of strategies and issue areas and coming from a wide range of backgrounds and regions—would be a unique and powerful way to catalyze progress for sustainability and equity in the food system.

The extensive interviews during our design phase informed our thinking about whom the program would serve, what leaders would learn, and how it would be implemented. Out of these conversations, we developed a design focused on a two-year experience for 12 food system change makers from across the country meeting at three in-depth sessions each year, with a focus on key skills trainings, an international learning exchange, and relationship-building to foster more effective work and transformative change.

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<th>Who</th>
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<td>• Because food systems are complex and need interconnected, systems thinkers...&lt;br&gt;• we seek participants from diverse backgrounds, strategies and regions working at diverse entry points.</td>
<td>• Because leaders need to confront entrenched power and reshape dominant narratives to make the changes we need...&lt;br&gt;• we focus on communications and include learnings around leadership skills and policy savvy.</td>
<td>• Because food systems need transformation not just tinkering...&lt;br&gt;• we give fellows the time and space to think bigger and bring new ideas into their work.</td>
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Who: Cohort Design

During the design phase, we heard loud and clear that the fellowship should serve committed food change leaders. While there are many resources and opportunities for emergent leaders, there was a clear call for a program to support those who have shown real ability to affect change. There was also clear consensus on the need for diversity in each cohort: a commitment to bringing together leaders who would otherwise not likely connect and learn from each other, and who would benefit in countless ways from relationship building fostered by this kind of fellowship.

DIVERSITY WILL BE REFLECTED IN A MULTIFACETED WAY:

- **Racial and ethnic diversity**: At least half of each cohort will be people of color;
- **Gender representation**: At least half of each cohort will be women;
- **Indigenous voices**: One or more members of each cohort will be from indigenous communities;
- **Regional diversity**: The fellowship will draw from a truly national arena. It will not represent the “hotspots” of California and the Northeast with a few token fellows from other regions, but will truly pull from all around the country. Regional diversity will also be reflected in a commitment to a balance of rural and urban cohort members;
- **Issue area diversity**: Food systems are complex as are change interventions. Attention will be paid to ensure representation within each cohort of a range of entry points (e.g. public health, equity, food access, environment, corporate control, labor rights);
- **Strategy diversity**: Transformational work is achieved through a range of strategies, from community organizing to impact investing, from policy reform to corporate campaigns, from legal strategies to popular education and more. We will seek fellows who reflect this strategy diversity as well as seek out different types of professionals, from journalists to elected officials, from entrepreneurs to farmers and ranchers, from nonprofit executives to funders and private sector leaders;
• **Educational and experience diversity**: During the design phase, many of those interviewed stressed the importance of seeking leaders who come from historically marginalized communities as well as leaders with a range of educational backgrounds. To tap reach a broad network of potential fellows, the fellowship team will create a deliberate outreach strategy, building and then leveraging a Community Advisory Network that will serve as a nominating committee to help identify leaders. Additionally, an ambitious media and public relations launch strategy will help attract applicants to realize the diversity we seek within each cohort.

**Who: Cohort Diversity**

- **Strategy Diversity:**
  - Organizing
  - Corporate Campaigns
  - Public Policy
  - Education
  - Legal Strategies
  - Farming & Ag
  - Philanthropy
  - Markets

- **Entry Point Diversity:**
  - Health
  - Environment
  - Farming and Agriculture
  - Climate
  - Hunger & Access
  - Labor

**Regional Diversity**
- Northwest
- Northeast
- West-HI & AK
- Midwest
- Southwest
- South

**For Committed Leaders with a Range of Years Experience**
- 5-10 yrs
- 11-19 yrs
- 20+ yrs

- 50% Women at Least
- 50% People of Color at Least

**What: Fellowship Components**

*Note: Program components and curriculum are not intended as final. Ongoing input from community partners and funders will be critical as the curriculum is refined.*

The fellowship is envisioned as a **two-year program with cohorts of twelve leaders participating in three in-person gatherings each year for 3-4 days each**. In the second year, in addition to the domestic gatherings, fellows will participate in a one-week international learning experience. The international destination will vary depending on fellows’ shared interests and partnerships with organizations in the host country. Fellows will be supported for their participation with a $20,000 annual stipend.
Each of the core fellowship training components—communications, policy, leadership, organizing, finance, and development—emerged as clear needs expressed by leaders surveyed during the design phase. We also heard broad consensus for providing fellows with on-the-ground experiences reflected in the inclusion of a learning exchange and the experiential learning woven into other sessions, too.

During the design phase, we surveyed the best-in-class training providers in each of these content areas. We are committed to tapping into proven programs, not creating bespoke curriculum. Where noted, we have actively begun exploring partnerships.

**Communications**
This training will be focused on improving leaders’ capacity to craft dynamic and powerful messages in service of their transformational work. Participants will receive media coaching for their particular issue areas and campaigns and will participate in broader learning about how to create compelling narratives and effective media strategies. The fellowship will culminate with fellows crafting their own TED-style presentation about their work, guided by coaching from their cohort and the communications partners.

- **Potential partner: SPIN Academy** – SPIN Academy has provided strategic communications training to advocates for social change for the past 19 years. Understanding each fellow will have unique communications gaps, and come into the program with different levels of communications skills, we would work with SPIN Academy to be sure the program best responds to the fellows’ needs.

**Public Policy**
Whether working directly on policy reform or not, every leader is impacted by local, state, and federal policy and understanding the policy landscape can be critical to success. This module will deepen fellows understanding of how policy shapes the food system and how policy can be used as a lever for change. Fellows will gain the tools they need to work effectively within policy constraints when necessary, and learn how to be more effective advocates for policy change on the issues influencing their work.

- **Potential Partner: George Washington University** – We have been in conversation with the George Washington University Food Policy Leadership Institute to develop a policy intensive for the fellowship in Washington, DC. This component could include site visits and guest speakers and will draw from the curriculum being developed by former Deputy Secretary of the USDA, Kathleen Merrigan.
Organizing
A critical component of every effort for social change is organizing and the thinking that goes into it: on-the-ground work, power mapping, systems analysis, and more, whether or not fellows are actively organizing in their day-to-day work. This module will help leaders strengthen their analytical and strategic skills and for non-organizers it will provide skills applicable in any leadership role.

- **Potential Partner:** We are currently exploring potential partners for this work, including Western Organization of Resource Council and Wellstone Action, among many other possibilities.

Leadership Development
In addition to developing leadership skills in the context of their organizations and everyday work, participants will receive training on leadership as part of broader social movements.

- **Potential Partner:** Rockwood Leadership Institute – Rockwood has been providing the Art of Leadership workshop to individuals, organizations, and networks in the social benefit sector since 2000. This module would take place at one of Rockwood’s sites in CA, NY, MD, or GA.

Finance
In response to another key gap in the field identified in the design phase, we will provide a training to promote greater creativity in funding and financing. This training will go beyond typical non-profit development coaching (foundations, major donors, and small donor solicitations) to provide fellows with insight about a broad range of funding opportunities, such as community development financial institutions (CDFIs), bonds, impact investing, fee-for-service, and more. The session will include time to ideate and prototype innovative funding and revenue generation models for each fellows work.

- **Potential Partner:** We have had conversations with a number of leaders in the field and are developing ideas for trainers who could be best tapped for this component.

International Learning Exchange
In our survey of W.K. Kellogg Foundation Food & Society Fellowship alum, we heard that one of the most powerful elements of the program was the international learning exchange. These learning exchanges provided deep dives into alternative food systems and a chance to reflect on the U.S. food system in new ways. These experiences were also powerful ways to develop relationships among the cohort. For this fellowship, learning exchanges may include agroecological food systems in West Africa, food sovereignty movements in Bolivia, food access and anti-hunger programs in Brazil, and much more.

- **Potential Partner:** Thousand Currents (formerly IDEX) – Thousand Currents has a long history of working with partners in the Global South and of developing trans-national exchanges. We’ve been in conversation about working with them to develop the learning itinerary for these exchanges and to lead these exchanges.
Fellowship Qualities

A Shared Analysis and Systems Approach: Across all of these trainings, the fellowship will include an emphasis on a systems approach to both problem analysis and solutions crafting. Fellows will explore the root causes of the challenges facing the food system today, including institutional racism, market forces, and corporate power. This big picture analysis will be paired with activities such as power mapping to reflect on assets, challenges, and opportunities for food system transformation. Using a systems approach will create an understanding of the diverse forces that both influence, and are influenced by, the food system, including health and nutrition, business and economic development, racial justice, corporate consolidation, labor issues, and the environment.

Integrated Lessons: Between the in-person sessions, fellows will be responsible for reaching milestones on personal, professional, and communications goals set with the fellowship director, which will build off the experiential learning from in-person activities and will include strategies for integrating lessons back into their organizations.

Strong Relationships: Throughout the design phase, we heard from alumni of both the W.K. Kellogg Foundation Food & Society fellowship as well as other programs that one of the really valuable aspects of these experiences is the deep, lasting relationships that form. Allowing down time for the participants to interact in an unstructured setting is important for developing these relationships and will be built into the design of this program.

Powerful Alumni Network: Another key finding was the critical importance of building into the program a strong alumni network engagement strategy. Initially, the fellowship will ensure a robust online community. Over time, the fellowship will explore annual or biannual gatherings to reconvene and strengthen relationships, share progress, and offer continuing education. In addition to building relationships among the participants within a cohort and the overall fellowship program, participants will also be given the opportunity to meet and collaborate with leaders in the food system through shared projects, field visits, guest lectures, and mentorship.
Projected Impact

Within ten years, the Fellowship will have supported nearly 120 leaders from every region in the country working on a diverse array of issues and strategies. While we know that some of the most important results of these experiences will be hard to quantify, we anticipate the following impact:

- **More than 100 food change leaders trained and networked, and by extension, organizations strengthened:** More than 100 leaders across issues and regions will have gone through the program and connected through an active alumni program, with the training and learning from the program benefiting each fellow’s home organizations and networks;

- **Food change leadership will be more diverse:** By prioritizing leaders from diverse backgrounds over the course of ten years, half of all fellows will have been people or color and half women with a strong regional emphasis throughout the United States, the fellowship will have provided a much needed role in hastening a food system leadership landscape that more accurately reflects that of the movement, and where bolstered leadership will be of most benefit;

- **Food change efforts will be more cohesive and connected:** The food system is complex and multifaceted, its impacts vast and varied. Therefore the movement to address the greatest harms of this system, and promote the most effective solutions, must also be disperse but connected. The fellowship intentionally will keep its focus broad to connect people working with different strategies and entry points;

- **Food issue messaging will be stronger and more resonant:** The fellowship will equip leaders to be more sophisticated communicators, and by extension, help their affiliated organizations and networks do the same. It will also play a key role in pushing fellows' messages out in a more powerful and coordinated way. Spokesperson trainings, communications strategy, and a focus on digital communications learning will similarly result in concrete deliverables. The TED-style capstone projects will not only provide valuable learning but also result in the release of powerful videos, reaching tens of thousands. Alumni will also produce op-eds, public presentations, television and radio appearances, and books that will reach a broad audience. As a result, key messages that reflect the core values of a more sustainable and just food system will have greater traction and acceptance nationally. While food system leaders could never match the marketing budgets of the industries trying to undermine the case for a sustainable and more equitable food system, savvier and better coordinated food system leadership can shift the dominant narratives.

- **New ideas will be born:** By offering proven leaders financial and collegial support—time and space and resources to think big and take risks—this program will catalyze new ideas. While we cannot quantify this “magic,” we know from the W.K. Kellogg Foundation fellowship and from current fellowships in other fields that these opportunities produce just such creativity.
Structure & Governance

The fellowship will be housed within Windward Fund, which is administered by Arabella Advisors. By working with the Windward Fund, the fellowship will benefit from resources like health insurance and other benefits, while keeping the fellowship focused on the programmatic work.

Steering Committee: The fellowship will be governed by a six-person Steering Committee, pulling half from core funders (to be selected and agreed upon among initial participating funders) and half from the nonprofit sector. Members of the Steering Committee will serve a two-year renewable term and be tasked with guiding and managing all key governance decisions. Note: From September 2017 until February 2018, an interim Steering Committee will be in place as new funders come into the collaboration. Interim Steering Committee members include Haile Johnston (The Common Market), Ricardo Salvador (Union of Concerned Scientists), and Navina Khanna (HEAL Food Alliance). Donors will include Anna Lappé (Panta Rhea Foundation), Scott Cullen (GRACE Communications Foundation), and Mark Muller (McKnight Foundation).

Management: The day-to-day operations of the fellowship and the alumni network will be managed by an Executive Director with the support of a part-time Program Associate.

Community Advisory Network: To ensure a diverse and high-quality cohort, a Community Advisory Network will be established with representatives from funders, NGO leaders, W.K. Kellogg Foundation fellows, and other key food system partners. While the advisory network will counsel on program design and curriculum, the network will be especially important for outreach to potential applicants.

Funder Partners: The fellowship program will be structured as a multi-funder collaborative. All funder members can engage in governance and program design through communications with the Steering Committee, although final decisions will reside with the Committee. Funders can support the program through general operating grants or through mission-aligned specific funding support (e.g. support for one fellowship for a leader working on a specific issue or in a specific region).

Sustainable Agriculture and Food Systems Funders (SAFSF) and other funder affinity groups: The fellowship will connect with the staff of SAFSF to ensure members are aware of the fellowship as an opportunity for their grantees. In addition, we may align cohort meetings with SAFSF gatherings when possible to maximize the cross-pollination of leaders and ideas. In this way, the fellowship could provide an opportunity for food system funders (those who are part of the fellowship collaborative and those who are not) to learn from fellows and alumni, and vice versa. In addition, we plan to connect with other funder affinity groups, both to help support outreach about the fellowship and to help reflect on and refine the programming. These include:

- Environmental Grantmakers Association
- Grantmakers in Health
- Health and Environment Funders Network
- Community Food Funders and other regional food funding networks
Frequently Asked Questions

Food systems are regional, so why develop a fellowship for leaders from across the country?
Why not develop a regional fellowship? While it’s critically important to organize regionally for regional food system change, this fellowship is designed to support leaders working across the United States precisely so that those leaders will be exposed to, and learn new ideas from, those based in other regions. With a dozen regional food funder affinity groups now formed around the country, we love the idea of those funder networks exploring regionally focused networks that could work on shared projects. But the role of this fellowship is to raise up food issues to the national level and connect diverse leaders. We welcome funder partners who would like to sponsor a fellow from a particular region. (See question below: I want to support a fellow focused on a particular issue area or region).

The food system is global. Why not include cohort members from outside the United States? We couldn’t agree more about the global, and interconnected, nature of our food system. With that said, we also know that to add international fellows, and do that well, would be a complex and expensive project: We would have to ensure a strong network of nominators to outreach to potential candidates and advisors to help us determine the best fit and evaluate candidates. Having international cohort members also adds a layer of new expenses to the program. We hope that the international learning exchange will provide an opportunity for all fellows to deepen their global analysis of the food system—and the strategies for transformation that we need.

Why open the fellowship to participants working on such a wide range of issues instead of focusing on key entry points? We see inherent benefit in the extreme diversity of the cohort. Our intention is not that fellows would be working on shared projects (e.g. a cohort working on food hub implementation). Instead, we see fellows learning from each other precisely because they are working on such diverse projects. For instance, someone working on federal agriculture policy would benefit tremendously hearing from the perspective of a community food organizer, a voice that they might not otherwise be exposed to. Through this kind of crosscutting diversity, blind spots can be revealed and in the process potential mistakes from siloed or limited thinking can be averted. Through this kind of exposure to leaders working with such different entry points and methodologies, cohort members can be sparked to think in new ways about their own
strategies. We also made this choice to focus broadly because we felt that there are really powerful, and focused, opportunities for more specific issue-focused fellowships. The new Stone Barns Center program, for example, has a focus on teaching agroecology along with their connection to cuisine on the plate. The George Washington University program is designed for those working on policy reform. BALLE has a fabulous fellowship for leaders working on creating thriving local economies. We didn’t feel the need to duplicate those efforts nor to narrowly focus our program.

How will you include food producers, particularly farmers and ranchers in the program? We think it’s critically important to include leaders who are actively engaged in systems change and who are also working farmers or ranchers. We also recognize that their demands are unique and—certain times of the year—all-consuming. To that end, we plan to design the in-person meetings to might make it more possible for farmers and ranchers to participate. We will also work with any farmers and ranchers who are cohort members to make the engagement the least disruptive to their production schedules.

I appreciate the emphasis on diversity, but how will you ensure it is achieved in the cohort makeup? The fellowship’s leadership takes its commitment to a high-caliber and diverse cohort very seriously. To achieve the diversity we seek, we will develop a strong Community Advisory Network with explicit relationships to help us recruit fellows from diverse racial and ethnic backgrounds as well as applicants from key geographic areas outside of the Northeast and California where there has been a lot of funder investment to date. To build this network, we will leverage the Food & Society Fellowship alumni, the funding partners’ expertise, and other colleagues in the field. We will also invest in a public relations launch plan that will reach additional networks and provide extensive awareness of the program.

While it’s great to support individuals, how does this program support the broader organizations, networks, and communities from which they come? Throughout the research process, we heard again and again the importance of supporting leaders who are accountable to communities to integrate what they’ve learned through the fellowship back into their home organizations and communities. To this end, the fellowship will provide guidance and support for fellows seeking to integrate their professional development into their daily routines and responsibilities at their organizations. Fortifying the capacity of the participants’ organizations will amplify the outcomes of this fellowship while further advancing the individual goals of the participants themselves.
If the cohorts are so diverse, why is there a one-size-fits-all curriculum? We will work with each cohort to assess the depth of their experience in each of the training areas and work with the facilitators to ensure that the specific sessions meet the unique needs of each Fellow.

Why include a public policy deep dive if many fellows won’t necessarily be working through public policy as a change strategy? We are planning for diverse cohorts, which means there will be fellows who don’t directly work in policy advocacy. But we know that every single leader is impacted by local, state, and federal policy, whether actively engaged in policy reform or not. We imagine our policy module will be of enormous benefit to all: opening a deeper understanding of how policy can be a tool to impede or facilitate change for those who aren’t already engaging in policy and helping those who do work in the policy realm to think even more sharply about their strategy.

How do you plan to tap into the W.K. Kellogg Foundation Food & Society Fellowship alumni network? Since 2013, the alumni network of the Food & Society Fellowship program has continued to connect with each other and collaborate on shared projects. Many we surveyed expressed excitement in being involved in this new fellowship in a variety of different ways: Alumni can leverage their networks to spread the word about the fellowship’s application process, serve as mentors to the new cohorts of fellows, or officially join the Community Advisory Network. We also expect the alumni network to help in further refining the curriculum. For new fellowships, it takes years before a critical mass of alumni is built and the benefits of that networking are felt. In our case, though a new program, we will benefit in year one from a pre-existing, and enthusiastic, fellowship network.

One of the key challenges in the field is leadership fatigue. How does this help address leadership burnout? While not providing a kick-your-feet-up sabbatical, we do see this fellowship as a way to address this very real crisis in the field for a few different reasons: First, by giving leaders new connections, the fellowship provides energy-serving relationships and shoulders-to-lean-on that can last a lifetime. Secondly, by providing leaders a financial sustainability training, we hope this will spark fellows to look at their funding approaches with fresh eyes, possibly even igniting new channels of funding and easing the stress from funding instability. Third, we believe stepping away from the daily onslaught of work is inherently energizing, giving leaders a chance to see their work from a new perspective and to re-appreciate the very real impact they are having. Fourth, by giving leaders national recognition, this fellowship will hopefully help recharge their inspiration for their ongoing efforts, especially important for under-recognized leaders.
My foundation has a specific interest in particular regions and issues, is it possible to support a fellow from a specific region or working in a particular area? Yes! We are in active conversations with funders about just such possibilities. For instance, a funder with a focus on supporting indigenous leaders could support the costs of a fellowship for such a leader; a funder with a focus on a region could support a cohort member from that region. The Steering Committee will work with funders on a case-by-case basis to ensure their interests are reflected in program design while staying grounded in the original mission and intent of the fellowship.

I want to support a fellow! How much does it cost to support one fellow for their two years in the program? The total cost per fellow is about $110,000 for two years.

That seems like a lot! How is this more strategic than just giving to these leaders directly for their important work? We have found $55,000 per year for a fellowship is on par with other fellowships we surveyed that were similarly designed (e.g. programs with a stipend, travel associated with in-person gatherings, training costs, etc.). But to answer the question, we believe, first, that strengthening individual leaders will provide real, tangible benefits to the organizations from which they come. We also see this fellowship as, effectively, giving key organizations much needed financial support, but through a mechanism that gives their leaders the kind of space for big-picture thinking and the skills building needed to make their work more strategic and transformational. Second, by putting leaders in relationship with people who will challenge their thinking and inspire them to try new approaches, this kind of funding can catapult bold new initiatives. Third, through a strong focus on communications, the fellows will benefit from the media attention and the national prestige that will come from being part of the cohort, potentially helping them garner more local and national attention for their organization and gravitas for them as a trusted leader.
Timeline

Fall 2016:  **Scoping Phase** (completed)

Spring 2017:  Karen Karp & Partners **Design Phase** (completed)

Summer 2017:  **Concept Refinement Phase**
Presentation at the Sustainable Agriculture and Food System Funders Network
Founding funders confirmed

Fall 2017:  **Launch Phase**
Governance structure completed
Fiscal sponsor engaged
Interim Steering Committee formed
Funding proposals out to first round of foundations
Search firm engaged
Job description finalized
Ongoing funder-to-funder fundraising
Webinar for SAFSF, EGA, and others
Community Advisory Network established

Winter/Spring 2018:  **Start-Up Phase**
Director in place by *early February*
Nominations
Vendors confirmed
Additional staffing and consultants hired
Marketing firm engaged
Branding finalized
Nomination network solidified
Application process finalized
Ongoing fundraising
Steering Committee former
Recruitment of first cohort

September 2018:  **First Cohort Starts**
Budget

The budget is based on three in-person convenings for 12 fellows and one international learning exchange. The budget will evolve as the programming is finalized.

**Food Movement Fellowship Expenses – Start-Up Phase**

<table>
<thead>
<tr>
<th>Expense Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Start-Up Costs (e.g. search process etc.)</td>
<td>$32,000</td>
</tr>
<tr>
<td>Program Director and Assistant (incl benefits)</td>
<td>101,120</td>
</tr>
<tr>
<td>Steering Committee costs (travel for meetings)</td>
<td>5,000</td>
</tr>
<tr>
<td>Office rent</td>
<td>3,600</td>
</tr>
<tr>
<td>Telecommunications</td>
<td>1,200</td>
</tr>
<tr>
<td>Marketing/PR launch</td>
<td>100,000</td>
</tr>
<tr>
<td>Administrative Costs</td>
<td>$23,000</td>
</tr>
<tr>
<td><strong>6-month Start-Up Total</strong></td>
<td><strong>$265,920</strong></td>
</tr>
</tbody>
</table>

**Food Movement Fellowship Expenses – Year 1**

Includes a $20,000 stipend per fellow plus all training and travel-related expenses.

<table>
<thead>
<tr>
<th>Expense Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Costs for trainings and travel Year 1</td>
<td>$173,760</td>
</tr>
<tr>
<td>Stipends for one cohort of 12 fellows</td>
<td>240,000</td>
</tr>
<tr>
<td>Program Director and Assistant (incl benefits)</td>
<td>202,240</td>
</tr>
<tr>
<td>Facilitator fees (1 facilitator per convening)</td>
<td>18,000</td>
</tr>
<tr>
<td>Office rent</td>
<td>7,200</td>
</tr>
<tr>
<td>Telecommunications</td>
<td>3,900</td>
</tr>
<tr>
<td>Steering committee costs</td>
<td>10,000</td>
</tr>
<tr>
<td>Miscellaneous costs</td>
<td>25,000</td>
</tr>
<tr>
<td>Year 1 marketing/PR launch</td>
<td>50,000</td>
</tr>
<tr>
<td>Onsite hosting fees for Year 1</td>
<td>3,200</td>
</tr>
<tr>
<td>Administrative Costs</td>
<td>68,000</td>
</tr>
<tr>
<td><strong>Year 1 Total</strong></td>
<td><strong>$801,300</strong></td>
</tr>
</tbody>
</table>

**Food Movement Fellowship Expenses – Year 2 and on**

<table>
<thead>
<tr>
<th>Expense Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Costs for trainings and travel Year 1</td>
<td>$173,760</td>
</tr>
<tr>
<td>Costs for trainings and travel Year 2</td>
<td>158,880</td>
</tr>
<tr>
<td>Stipends for two cohorts/24 fellows</td>
<td>480,000</td>
</tr>
<tr>
<td>Program Director and Assistant (incl benefits)</td>
<td>202,240</td>
</tr>
<tr>
<td>Facilitator fees (1 facilitator per in-person convening)</td>
<td>18,000</td>
</tr>
<tr>
<td>Office rent</td>
<td>7,200</td>
</tr>
<tr>
<td>Telecommunications</td>
<td>3,900</td>
</tr>
<tr>
<td>Steering committee costs</td>
<td>10,000</td>
</tr>
<tr>
<td>Miscellaneous costs</td>
<td>25,000</td>
</tr>
<tr>
<td>Marketing/PR</td>
<td>50,000</td>
</tr>
<tr>
<td>Onsite hosting fees for Year 2</td>
<td>9,600</td>
</tr>
<tr>
<td>Learning exchange coordination costs</td>
<td>25,000</td>
</tr>
<tr>
<td>Staff participation in learning exchange</td>
<td>6,600</td>
</tr>
<tr>
<td>Administration</td>
<td>109,000</td>
</tr>
<tr>
<td><strong>Year 2 Total Cost</strong></td>
<td><strong>$1,282,380</strong></td>
</tr>
</tbody>
</table>
Appendix 1: Methodology for Design Phase

The Design Phase task force and KK&P developed and prioritized a list of relevant stakeholders to interview. The interviews consisted of alumni of the W.K. Kellogg Foundation Food & Society Fellowship, current leaders in the food movement, or people with experience participating in or working on fellowships. A list of interviewees and W.K. Kellogg Foundation alum can be found in Appendix 2.

Listening Sessions

Three listening sessions were held. A list of participants can be found in Appendix 3. Anna Lappé hosted the first listening session in Oakland, CA on March 20, 2017. The participants were drawn from leaders in food system change work in the greater San Francisco Bay Area, including non-profit executive directors, community food entrepreneurs and funders. Four alumni of the W.K. Kellogg Foundation Food & Society Fellowship were among the participants. A second listening session was led by KK&P on May 22, 2017 in Chicago, IL and Haile Johnston hosted a third listening session in Atlanta, GA.

Landscape Analysis

In addition to in-depth interviews with individuals involved with particularly relevant professional development fellowships (either as a staff member or alumni), KK&P did a broad survey of existing fellowships to better understand current professional development offerings for leaders in the food movement. Nineteen food-system focused fellowships and an additional twenty non-food system focused fellowships were reviewed. For a full list of programs surveyed, see Appendix 3.

Appendix 2: Interviews and Surveys

ONE-ON-ONE INTERVIEWS

1. Greg Asbed, Co-Founder, Coalition of Immokalee Workers
2. John Boyd, Founder/President, National Black Farmers Association
3. Curt Ellis*, Founder and Executive Director, Food Corps
4. Deb Eschmeyer*, VP of Communications, DanoneWave
5. Sam Fromartz, author, editor, FERN
6. Tim Gibbons, Communications Director, Missouri Rural Crisis Center
7. Greta Gladney, founder, The Renaissance Project
8. Crystal Hayling, managing director for the Environment Leaders Fellowship and senior advisor to the Aspen Philanthropy and Society Program, Aspen Institute
9. Oran Hesterman, President and CEO, Fair Food Network
10. Eric Kessler, Founder, Principal, and Senior Managing Director, Arabella Advisors
11. Stacy Kono, Director of Programs and Innovation, Rockwood Institute
12. Kathleen Merrigan, Executive Director, GWU Food Institute
13. LaDonna Redmond*, Education and Outreach Coordinator, Seward Community Coop
14. Eilanor Starmer, Fellow, GWU Food Institute
15. Betsy Taylor, founder, Young Climate Leaders Network
16. Ann Thrupp, Executive Director, Berkeley Food Institute
17. **Karen Washington**, farmer, community activist, Rise + Root Farm
18. **Mark Winne***, writer and food activist,
19. **Aimee Witteman***, Program Director, Midwest Climate & Energy, McKnight Foundation

LISTENING SESSIONS

Oakland, California Listening Session Participants
1. **Brahm Ahmadi***, Co-Founder, People’s Grocery
2. **Marcy Coburn**, Executive Director, CUESA
3. **Judy Hatcher**, Executive Director, Pesticide Action Network
4. **Crystal Hayling**, managing director for the Environment Leaders Fellowship and senior advisor to the Aspen Philanthropy and Society Program, Aspen Institute
5. **Nina Ichikawa***, Policy Director, Berkeley Food Institute, UC Berkeley
6. **Janaki Jagannath**, Coordinator, Community Alliance for Agroecology
7. **Navina Khanna**, Director, HEAL Food Alliance
8. **Doria Robinson**, Executive Director, Urban Tilth
9. **Ricardo Salvador***, Director, Food & Environmental Program, Union of Concerned Scientists
10. **Daniella Sawaya**, Community Engagement Manager, Kitchen Table Advisors
11. **Bryant Terry***, chef, educator, author

Chicago, Illinois Listening Session Participants
1. **Alesha Black**, Director, Global Food and Agriculture Program, Chicago Council on Global Affairs
2. **Brad Leibov**, President and CEO, Liberty Prairie Foundation
3. **Angela Mason**, Associate VP, Windy City Harvest
4. **Kerri McClimen**, Director of Community Relations, Niman Ranch
5. **Sheelah Muhammad**, independent consultant, Founder of Fresh Moves
6. **Zina Murray**, founder, Logan Square Kitchen
7. **Jose Oliva**, Co-Founder, Food Chain Workers Alliance
8. **Malini Ram-Moraghan**, Principal, DAISA Enterprises
9. **Harry Rhodes**, Executive Director, Growing Home
10. **Howard Rosing**, Executive Director, Steans Center, DePaul University
11. **Jim Slama**, Founder and President, Family Farmed
12. **Felipe Tendick-Matesanz**, Chicago Director, ROC

* Indicates an alumnus/a of the W.K. Kellogg Foundation Food & Society Program

Atlanta, Georgia Listening Session Participants
1. **Tamara Jones**, President, Evident Impact
2. **Mario Cambardella**, Urban Agriculture Director, Mayor’s Office, City of ATL
3. **Elizabeth Beak**, City of Atlanta Mayor’s Office of Sustainability, Food Well Alliance Fellow
4. **Robin Chanin**, Executive Director, Global Growers Network
5. **Emily CumbieDrake**, Farm to School Coordinator, Georgia Organics
6. **Winston Eason**, ANR County Extension Agent, Director, UGA Extension Clayton County
7. **Roderick Gibert**, Senior Project Manager, Center of Innovation for Agribusiness
8. **Carol Hunter**, Chief Administrative Officer, Truly Living Well Center for Natural Urban Agriculture
9. Heather Kolich, ANR County Extension Agent, Forsyth County Extension
10. Nikki Seibert, Founder and CEO, Wit Meets Grit
11. Amber Sutt, The Common Market
12. Amanda Tedrow, County Extension Controller, Athens-Clarke County Extension
13. Judith Winfrey, President, Peach Dish

W.K. KELLOGG FOUNDATION FOOD & SOCIETY ALUMNI
1. Brahм Ahmadi, Founder and President, People’s Community Market
2. Molly Anderson, William R. Kenan Jr. Professor of Food Studies, Middlebury College
3. Fred Bahnson, Director of the Food, Health, and Ecological Well-Being Program and Assistant Professor of the Practice of Ecological Well-Being, Wake Forest University School of Divinity
4. Zoe Bradbury, Owner and Operator, Valley Flora
5. Patty Cantrell, Founder and President, Regional Food Solutions LLC
6. Andrea Collier, Freelance writer,
7. Ann Cooper, Founder, Chef Ann Foundation
8. Roger Doiron, Founding Director, Seed Money
9. Andy Fisher, Author,
10. Anthony Flaccavento, President, SCALE, Inc.
11. Curt Ellis, Co-Founder and CEO, Food Corps
12. Holly Freishtat, Food Policy Director, City of Baltimore
13. Jim Goodman, Organic dairy farmer,
14. Keecha Hamilton, Founder and Co-Director, Sustainable Food Lab
15. Rose Hayden-Smith, Editor, UC Food Observer, University of California
16. Melinda Hemmelgarn, Freelance writer and radio host, Food Sleuth LLC
17. Arnell Hinkle, Executive Director, CANFIT
18. Nina Ichikawa, Policy Director, Berkeley Food Institute
19. Loni Kemp, Consultant, Kemp Consulting
20. Lisa Kivirist, Owner, writer, Inn Serendipity Farm and B&B
21. Erin MacDougall
22. Lorraine Merrill, Commissioner, New Hampshire Dept. of Agriculture, Markets & Food
23. Denise O’Brien, Owner and Operator, Rolling Acres Farm
24. LaDonna Redmond, Education and Outreach Coordinator, Seward Community Coop
25. Kimberly Seals Allers, Author, consultant, speaker,
26. Cynthia Torres, Organic farmer, Boulder County Food and Agriculture Foundation
27. Amy Trubek, Faculty Director, Food Systems Graduate Program and Associate Professor, Department of Nutrition and Food Sciences, University of Vermont
28. Kandace Vallejo, Founding Director, Youth Rise Texas
29. Jennifer Wilkins, Professor of Nutritional Sciences, Syracuse University and Cornell University
30. Mark Winne, Writer and Principal, Mark Winne Associates

National Food Systems Leadership Fellowship Concept Paper - Page 24
Appendix 3: Landscape Overview

For the landscape overview, we looked at a range of fellowships – from food system–leader specific to programs for seasoned leaders and those for emerging changemakers. Through this research we both confirmed that our particular program design fills a gap in the landscape and identified a number of fellowships that we plan to work closely with as we continue to refine and evolve this program. We want to stress that by no means is this an exhaustive landscape overview.

NATIONAL FELLOWSHIPS FOR FOOD SYSTEM LEADERS

Fair Food Fund Bootcamp
The Fair Food Network’s intensive training program gives emerging good food entrepreneurs the skills and resources they need to launch and run successful enterprises.
Length: Three days
Fellowship structure: Skill building sessions for food entrepreneurs
Commitment: Part-time
Stipend: Free
Specific food/ag focus? Yes
Open to broad food focus: Yes
www.fairfoodnetwork.org

HEAL Food Alliance School of Political Leadership
A new fellowship program to train and support leaders interested in seeking elected office and who will help be champion for the HEAL Food Alliance’s Platform for Real Food.
Length: One year
Fellowship structure: In-person trainings on campaign strategy, power mapping, communications, grassroots fundraising, social media, and more.
Commitment: Part-time
Stipend: No, but scholarships available to cover tuition
Specific food/ag focus? Yes
Open to broad food focus: Yes, for leaders interested in running for office
Cohort size: In development
www.healfoodalliance.org/sopl

Emerson National Hunger Fellows Program:
Supports fellows working on local and national approaches to eliminating hunger, poverty and social inequality, particularly racism.
Length: 1 year
Fellowship structure: Five-month job placement in a community organization in the United States. Seven months working on hunger policy issues in government or nonprofit organizations in DC
Commitment: Full-time
Stipend: At least $36,000 for the year
Specific food/ag focus? Yes
Open to broad food focus: Anti-hunger
Cohort size: 16–20
www.hungercenter.org/fellowships/emerson

Mickey Leland International Hunger Fellows
A training program for emerging leaders working on anti-hunger efforts worldwide.
Length: Two years
Fellowship structure: One year of field work in Asia, Africa, or Latin America and one year of development policy work, as well as professional development seminars.
Commitment: Full-time
Stipend: Fellows receive a financial package designed to support living expenses (placement location specific), and help offset the costs of housing, relocation, and acquisition of public market health insurance.
Specific food/ag focus? Yes
Open to broad food focus: No, for individuals working on hunger issues
Cohort size: 12–15
www.hungercenter.org/fellowships/leland
Stone Barns Exchange Fellowship
An interdisciplinary program designed to connect changemakers from different sectors of the food system, immerse them in the principles of agroecology and farm-driven cuisine, and focus them on strategies for accelerating food system change.

Length: 3 weeks
Fellowship structure: Fellows gather for a 3-week summer residency at Stone Barns with workshops, seminars, and hands-on learning experiences, and also receive six months of access to Stone Barns’ network of exports and mentors

Professional development or research: Yes
Commitment: Part-time
Stipend: $10,000 grant, and all transportation, room, and board are covered
Specific food/ag focus? Yes
Open to broad food focus: Yes
Cohort size: 2016 cohort has 10 fellows
www.stonebarnscenetr.org/ourwork/education/2016fellowship.html

REGIONAL FELLOWSHIPS FOR FOOD SYSTEM LEADERS
California Agricultural Leadership Program
Through a balance of classroom presentations, case studies, experiential learning opportunities, individualized coaching and selected readings, fellows acquire tools to enhance leadership skills and contribute to the long-term success of farms, ranches, allied businesses and organizations.

Length: 16 months
Fellowship structure: Seminar sessions at four California universities, 10-day seminar in DC and 1-3 other states, 15-day international seminar.
Commitment: Part-time
Stipend: No. Fellows pay application fee, some transportation costs
Specific food/ag focus? Yes

Open to broad food focus: No, for emerging California agricultural leaders
Cohort size: Most recent cohort is 24
www.agleaders.org

Food Solutions New England Leadership Institute (FSNE)
A fellowship designed for leaders in New England to grow, strengthen, and diversify leadership across the region. Currently in its second year, the Institute develops skills in facilitative leadership, network leadership and development, and stakeholder engagement; shared understanding of the emerging food system and FSNE’s strategy for advancing the New England Food Vision, and; connectivity with a cohort of leaders and broader FSNE network. Participants should be prepared to grapple with questions of race, equity, and justice in the food system.

Length: 5 months
Fellowship structure: Three 3-day sessions, with individual assignments between sessions
Commitment: Part-time
Stipend: No stipend. Participants are expected to cover their own transportation expenses
Specific food/ag focus? Yes
Open to broad food focus: No. Participants must: reside and/or work in one of the New England states, be actively engaged in food system work in New England, and have a demonstrated understanding of and commitment to FSNE’s values.
Cohort size: 17 fellows participated in the first cohort (2016-17)

Maine Association of Nonprofits Sustainable Food Systems Leadership Institute
Supports and enhances current leadership within food systems work. The program intends to prepare participants to effectively find and assume even greater leadership roles in local food systems by creating a learning community that encourages personal and
professional reflection, practical skill development, and the expansion of individuals' networks within and between communities in the local foods movement.

**Length:** 7 months  
**Fellowship structure:** Daylong, in-person gatherings each month focused on network development, leadership development, and movement building  
**Commitment:** Part-time  
**Stipend:** No stipend. Participants pay a $350 program fee  
**Specific food/ag focus?** Yes  
**Open to broad food focus?** No, open to individuals making a substantial percentage of their earnings in Maine agriculture, natural resources, and/or related areas  
**Cohort size:** Average of 20 participants

New York Community Trust Leadership Fellows – offers a 12-week professional certificate program in partnership with the Baruch College School of Public Affairs for midcareer leaders from NY Community Trust grantee organizations (www.trustfellows.org)  

**Length:** 12 weeks  
**Fellowship structure:** Students participate in learning seminars, work based projects, Dean's dinners, and mentorship  
**Commitment:** Part-time  
**Stipend:** No stipend  
**Specific food/ag focus?** No  
**Open to broad food focus?** No, open to midcareer nonprofit professionals at grantee organizations of the NY Community Trust  
**Cohort size:** Spring 2017 cohort had 27 fellows

**UNIVERSITY-BASED FELLOWSHIPS FOR FOOD SYSTEM LEADERS**

**UC Berkeley Food Institute Changemakers**  
Currently in development, this fellowship will serve emerging leaders in the food movement, will likely offer hard and soft skill development  

**Length:** In development  
**Fellowship structure:** In development  
**Commitment:** Part-time  
**Stipend:** In development  
**Specific food/ag focus?** Yes  
**Open to broad food focus?** Yes

**George Washington University Food Policy Leadership Institute**  
This new program, in its first year, equips the next generation of food policy leaders to understand the current food policy landscape and then to shape it. Includes online and in-person coursework in addition to field visits. Participation in fellowship is applicable to graduate coursework.  

**Length:** 8–9 months  
**Fellowship structure:** Students participate in online courses, in-person courses and experiential learning in DC, and a farm practicum  
**Commitment:** Part-time  
**Stipend:** No stipend. Tuition is $25,000, and students must also cover room and board for DC session and farm practicum. Scholarships are available.  
**Specific food/ag focus?** Yes  
**Open to broad food focus?** Yes  
www.foodinstitute.gwu.edu

**Food Systems Leadership Institute**  
Dedicated to developing individual and institutional leadership for a 21st-century food system. A program of the Association of Public Land-Grant Universities. Onsite residences occur at NC State, Ohio State, and Cal Poly.  

**Length:** Two years  
**Fellowship structure:** Three week-long residential sessions, personal leadership coaching, mentoring, individual leadership projects, a personal development plan, and distance learning activities  
**Commitment:** Part-time
Stipend: None. Participants pay $20,000 tuition for the two years
Specific food/ag focus? Yes
Open to broad food focus: Yes, to “upper-level leaders”
www.fsli.org

FOOD-SYSTEM SPECIFIC PROGRAMS FOR STUDENTS
Kirchner Food Fellowship
An opportunity for student leaders to be engaged in investment decisions on agriculture oriented businesses.
Length: One academic year
Fellowship structure: Primarily through online instruction, with several face-to-face meetings, as well as high-level mentoring.
Commitment: Part-time
Stipend: $10,000 (and travel expenses are covered)
Specific food/ag focus? Yes
Open to broad food focus: Yes, to undergraduate and graduate students
Cohort size: 3
www.fundthefood.com

Middlebury FoodWorks
This program explores ways that activities across the food system from production (and fish capture) through waste disposal affect ecological integrity, individual health, community wellbeing, and society’s potential to meet human needs for food and adequate nutrition now and in the future.
Length: 9 weeks
Fellowship structure: Students participate in coursework and food and agriculture internships in Middlebury, Louisville, and DC
Commitment: Full-time
Stipend: No stipend. Students pay $2,000 tuition for the course
Specific food/ag focus? Yes

Open to broad food focus: No, open to Middlebury undergraduates and undergraduates from other universities
www.middlebury.edu/foodworks

Net Impact Healthy Food Fellowship
A year-long leadership development program where Fellows will implement action projects on their campus or in their community.
Length: 8 months
Fellowship structure: Students implement programs on their respective campuses and receive virtual training and mentorship from Net Impact staff.
Commitment: Part-time
Stipend: No stipend, but fellows receive free tickets to the annual Net Impact Conference
Specific food/ag focus? Yes
Open to broad food focus: No, open to undergraduate and graduate students
www.netimpact.org

University of Vermont Breakthrough Leaders for Sustainable Food Systems
Three-week online and on campus cross disciplinary program develops visionary leaders by offering solutions to the social, environmental, diet, and health impacts of our food system.
Length: 3 weeks
Fellowship structure: Two weeks of online instruction and one week of in-person workshops and programming
Commitment: Part-time
Stipend: No stipend. Participants pay $1,975 of tuition
Specific food/ag focus? Yes
Open to broad food focus: Yes
www. learn.uvm.edu/program/sustainablefoodsystems
Wallace–Carver Fellowship
For college and graduate students to collaborate with scientists and policymakers through paid fellowships at leading USDA research centers and offices across the United States.
Length: Summer
Fellowship structure: Fellows are embedded in various USDA offices across the U.S., depending on their issue areas
Commitment: Full-time
Stipend: Paid positions
Specific food/ag focus? Yes
Open to broad food focus: No, open to exceptional college students
Cohort size: 2017 cohort has 29 fellows
www.worldfoodprize.org/en/youth_programs/usda_wallacecarver_fellowship

Yale Sustainable Food Program Global Food Fellowships
Supports the extracurricular study of food systems for Yale undergraduate and graduate students.
Length: 1 academic year
Fellowship structure: Fellows pursue extracurricular study of food systems (study, research, or internship), with access to Yale Sustainable Food Program’s staff and resources
Commitment: Part-time
Stipend: Awards range from $500-$3,000
Specific food/ag focus? Yes
Open to broad food focus: No, open to Yale graduate/undergraduate students
Cohort size: Most recent class had 9 fellows
www.sustainablefood.yale.edu

NON–FOOD–SYSTEM SPECIFIC PROGRAMS FOR STUDENTS
Robert Wood Johnson Health Policy Research Scholars - creates a large cadre of diverse doctoral students from multiple (nonclinical, research focused) disciplines—students whose research, connections, and leadership will inform and influence policy toward a Culture of Health.
(www.healthpolicyresearchscholars.org)
Length: 4-5 years
Fellowship structure: While developing research and community led action, scholars receive training in health policy translation, dissemination, communication, health equity, and population health; professional coaching and leadership training; dissertation support and mentoring; eligibility for dissertation grants.
and research
Commitment: Part–time
Stipend: Annual stipend of $30,000 for up to four years
Specific food/ag focus? No
Open to broad food focus: No. For rst–year Full-time doctoral students from underrepresented populations and/or disadvantaged backgrounds—students whose ethnicity, socioeconomic status, ability, and other factors allow them to bring unique and diverse perspectives to their research.

Stanford University Leopold Leadership Program
The program offers two intensive training sessions a year apart to help Fellows gain the skills, approaches, and theoretical frameworks for translating their knowledge to action and for catalyzing change to address the world’s most pressing environmental and sustainability challenges.
Length: 1 year (two trainings 1 year apart, with project implementation in between)
Fellowship structure: Fellows participate in two intensive trainings to gain the skills, approaches, and theoretical frameworks for translating their knowledge to action and for catalyzing change to address the world’s most pressing environmental and sustainability
challenges. Fellows also participate in advanced trainings and reunions

**Commitment:** Part-time

**Stipend:** Fellows are responsible for their travel expenses and are asked to contribute $1,000 towards cost of lodging

**Specific food/ag focus? No**

**Open to broad food focus:** Targets midcareer researchers (typically mid 30s to early 50s in age) whose contributions to environmental science and leadership in addressing pressing sustainability issues will be significantly enhanced by receiving a Fellowship.

**Cohort size:** Most recent cohort has 20 fellow

[www.leopoldleadership.stanford.edu](http://www.leopoldleadership.stanford.edu)

**Stanford Woods Rising Environmental Leaders Program**

A year-round program that helps graduate students and postdoctoral scholars hone their leadership and communications skills to maximize the impact of their research. Participants also are extended professional development and networking opportunities including introductions to global leaders from government, NGOs, think tanks and business. [www.woods.stanford.edu/educatingleaders](http://www.woods.stanford.edu/educatingleaders)

**Length:** 1 year

**Fellowship structure:** The RELP program provides professional development and networking opportunities including: career related workshops, seminars, meetings with cross sector leaders, and an intensive, Washington, DC, Boot Camp

**Commitment:** Part-time

**Stipend:** No stipend. All costs are covered by the Woods Institute except for round-trip air travel to Washington, DC

**Specific food/ag focus? No**

**Open to broad food focus:** No, open to Stanford graduate students and postdoctoral scholars

**Cohort size:** 2017 cohort had 20 participants

**Switzer Fellowship**

Offers one year Fellowships to highly talented graduate students in New England and California whose studies and career goals are directed toward environmental improvement and who clearly demonstrate leadership in their field.

**Length:** 1 year

**Fellowship structure:** In addition to research support, fellows receive leadership training, career support and mentoring,

**Commitment:** Part-time

**Stipend:** $15,000 for academic study

**Specific food/ag focus? No**

**Open to broad food focus:** No, open to graduate students in New England and California working on environmental improvement

**Cohort size:** 20

[www.switzernetwork.org/becomefellow](http://www.switzernetwork.org/becomefellow)

**UC Berkeley Beahrs Environmental Leadership Program** – provides state-of-the-art training in environmental and natural resource science, policy, and leadership to strengthen the capacities of global environmental practitioners.

[www.beahrselp.berkeley.edu/](http://www.beahrselp.berkeley.edu/)

**Length:** 3 week certificate course

**Fellowship structure:** Lectures, small group exercises, role play simulations, debates, case studies, panels, presentations, open space sharing, and field trips

**Commitment:** Part-time

**Stipend:** Course fee is $8,000

**Specific food/ag focus? No**

**Open to broad food focus:** Yes
**GENERAL LEADERSHIP FELLOWSHIPS**
Opportunities open to, but not limited to, food system leaders

**Aspen Institute Catto Fellowship Program** (in development)
A fellowship for a diverse class of 20 Fellows to undertake a program of advanced seminars under the direction of experienced Aspen Institute moderators and participate in a collaborative environmental leadership project.
**Length**: Two years
**Fellowship structure**: Four five-day seminars and a major collaborative environmental leadership project
**Commitment**: Part-time
**Stipend**: No
**Specific food/ag focus?** No
**Open to broad food focus?** Yes
**Cohort size**: 20

**Aspen Institute Henry Crown Fellowship**
Seeks to develop the next generation of community spirited leaders, providing them with the tools necessary to meet the challenges of business and civic leadership in the 21st century. Fellows come from the private and public sectors and are at an inflection point in their lives or careers—looking toward the broader role they might take on in their communities or globally.
**Length**: Two years
**Fellowship structure**: Four seminars (average of 6 days each)
**Commitment**: Part-time
**Stipend**: No. Fellows pay transportation costs
**Specific food/ag focus?** No
**Open to broad food focus?** Yes
**Cohort size**: 20-22
www.aspeninstitute.org/programs/henrycrownfellowship

**BALLE Local Economy Fellows**
Designed for leaders who are advancing the development of healthy and equitable economies. Local Economy Fellows are selected based on their vision, their leadership, and their role as strategic connectors, supporters, and influencers of local entrepreneurs and their businesses.
**Length**: Two years
**Fellowship structure**: Fellows participate in six 4-5 day gatherings, and also spend an average of four hours on Fellowship activities between immersions, including calls and prep work to advance individual/collective goals.
**Commitment**: Part-time
**Stipend**: No stipend. Fellows are responsible for their travel costs only.
**Specific food/ag focus?** No
**Open to broad food focus?** The Local Economy Fellowship focus on those who convene, fund, train, or otherwise help to support and connect local businesses and entrepreneurs towards this end. Open to individuals in the United States and Canada. www.bealocalist.org/fellowship

**Eisenhower Fellowship**
This fellowship provides customized four or five-week professional experiences in one or two countries in the Eisenhower Fellowship network for mid-career professionals.
**Length**: 45 weeks
**Fellowship structure**: Customized international travel based on fellow's professional expertise, as well as a leadership development seminar
**Commitment**: Part-time
**Stipend**: Travel expenses
**Specific food/ag focus?** No, but there is also a fellowship offered specifically for individuals working in agriculture production
**Open to broad food focus?** Yes
**Cohort size**: Nine
www.efworld.org/ourprograms/usa
GENERAL EMERGING LEADER FELLOWSHIPS

Coro Fellowship
This program “uses the city as a classroom” to train the next generation of change makers through field placements, seminars, leadership breakfasts, and focus weeks. Fellows can apply to participate in Los Angeles, New York, Pittsburgh, St. Louis, or San Francisco.

Length: Nine months
Fellowship structure: Fellows explore working in public affairs by participating in job placements, weekly seminars, leadership interviews, and immersive “focus weeks”
Commitment: Full-time
Stipend: Monthly stipend to defray living costs (amount depends on city); fellows pay $3,500.
Specific food/ag focus? No
Open to broad food focus: Yes
Cohort size: 12 per city
www.corofellowship.org

Echoing Green Social Enterprise Fellowship
Provides unrestricted seed stage funding and strategic foundational support to emerging leaders working for positive social change.

Length: Two years
Fellowship structure: Fellows develop individualized Leadership Development Frameworks and have access to a dedicated portfolio manager
Commitment: Full-time
Stipend: $80,000 for individuals or $90,000 for two-person partnerships over two years, health insurance, professional development stipends, and a tailored funding structure based on business model.
Specific food/ag focus? No, though there is a sub-section of fellows working on food and agriculture systems.
Open to broad food focus: Yes
Cohort size: There have been over 700 emerging leaders in this program since 1987
www.echoinggreen.org/fellowship

Grist Fellowship Program
A fellowship for early career journalists to hone their skills at a national news outlet and deepen their knowledge of environmental issues.

Length: 6 months
Fellowship structure: Fellows work as Grist employees and receive additional professional development
Commitment: Full-time
Stipend: Fellows are salaried employees during their time as fellows
Specific food/ag focus? No
Open to broad food focus: No, for journalists/media
Cohort size: Varies. Currently two fellows
www.grist.org/fellowships

Kinship Conservation Fellowship
Trains experienced conservationists in the use of market-based principles to address environmental challenges.

Length: One month intensive plus individual work
Fellowship structure: One month intensive, communications strategy development
Commitment: Part-time
Stipend: $6,000
Specific food/ag focus? No
Open to broad food focus: For individuals working on market-based conservation solutions
Cohort size: 18
www.kinshipfellows.org

Lone Mountain Fellowship
A fellowship for scholars, journalists, policymakers, and environmentalists to advance our understanding of the role of markets and property rights in protecting and enhancing environmental resources.

Length: 1 week to several months residency (depending on a fellow’s project)
Fellowship structure: Fellows work on individual projects and are expected to give one seminar at the Property and Environmental Research Center (host site of the fellowship)

Commitment: Part-time

Stipend: Varies, depending on nature of project

Specific food/ag focus? No

Open to broad food focus: No, open to individuals working on environmental and natural resource issues, and property rights

Cohort size: Varies

www.nathancummings.org/whatwefund

GENERAL LEADERSHIP FELLOWSHIPS

Nathan Cummings Foundation Fellowship
Supports visionary leaders by giving them significant financial support to turn an inspired idea in the field of social justice, specifically climate change and inequality, into reality.

Length: 1 year with the possibility of a 6 month extension

Fellowship structure: In addition to developing their idea, fellows host a meeting at the Foundation on the project’s topic and produce content for the Foundation’s website. Fellows are considered an integral team member at the Foundation during the Fellowship term, provide thought leadership on various institutional priorities, and participate in Board meetings.

Commitment: Full-time

Stipend: Up to $50,000 ($100,000 for first year, $50,000 for the extension)

Specific food/ag focus? No

Open to broad food focus: No, for individuals working on issues related to climate change and/or inequality

Cohort size: Current class is 3 fellows

www.nathancummings.org/whatwefund

PolicyLink/FSG Ambassadors for Health Equity
Leaders from the private sector, nonprofit organizations, and philanthropy are selected to take part in a year-long program that will empower them to share ideas and experiences, forge new alliances, generate new solutions, and promote a Culture of Health within their own work and across networks.

Length: 1 year

Fellowship structure: Five in-person meetings, a series of webinars, and online supports

Commitment: Part-time

Specific food/ag focus? No

Open to broad food focus: Yes

Cohort size: 13

www.perc.org/lonemountainfellowship

Robert Wood Johnson Foundation Culture of Health Leaders
This program provides a large group of leaders from diverse sectors (e.g., for-profit/business, government, nonprofit, social enterprise) to work with organizations, communities, health systems, and policymakers to build a Culture of Health in America.

Length: 3 years

Fellowship structure: Fellows participate in an advanced leadership curriculum, professional coaching, create an individualized leadership plan, receive executive coaching, and implement a Culture of Health Program in their final year. At least 4 in-person sessions.

Commitment: Part-time

Stipend: Annual stipend of $20,000

Specific food/ag focus? No

Open to broad food focus: For individuals working in areas of health and equity

Cohort size: Up to 50 leaders in each cohort

www.cultureofhealthleaders.org
**Roddenberry Fellowship**
The fellowship rewards activists, changemakers, and community activists in the United States working on the issues of civil rights, climate change and international justice, LGBTQIA and women's rights, or immigration and refugee rights.

Length: 1 year  
Fellowship structure: Fellows receive tailored support based on their project 
Commitment: Part-time  
Stipend: $50,000  
Specific food/ag focus? No  
Open to broad food focus: Yes  
Cohort size: 20  
www.roddenberryfellowship.org

**GOVERNMENT FELLOWSHIPS**

**FDA Commissioner’s Fellowship Program** for outstanding health care professionals, scientists, and engineers to receive regulatory science training and the chance to conduct cutting-edge research on targeted scientific, policy, or regulatory issues.

Length: Two years  
Fellowship structure: Fellows receive regulatory training and conduct research  
Commitment: Full-time  
Stipend: Fellows become salaried employees  
Specific food/ag focus? Yes  
Open to broad food focus: No  
Cohort size: Varies by year depending on support needs of FDA researchers

**Sustainable Agriculture Research & Education/National Association of County Agriculture Agents Sustainable Agriculture (NACAA) Fellows**  
A fellowship for NACAA members to enhance their understanding of sustainable agriculture through broad-based training and hands-on exposure to successful sustainable agriculture projects nationwide.

Length: 2 years  
Fellowship structure: Specific sustainable farming systems will be studied as selected fellows visit two USDA regions each year. The fellows will hear discussions on sustainable agriculture as pertaining to each region and visit selected farms and ranches to view firsthand the application of sustainable agriculture principles studied in the classroom.  
Commitment: Part-time  
Stipend: Fellows’ travel, room, and board are covered, and fellows also receive a USDA SARE library card and a $1,500 stipend to be used for program support, materials or hardware  
Specific food/ag focus? Yes  
Open to broad food focus: No, only open to NACAA members in good standing  
Cohort size: Four

**OTHER PROGRAMS**

**National Farmers’ Union Beginning Farmers’ Institute:** This program provides an opportunity for beginning farmers to acquire leadership and farm management skills. It concentrates on building confidence in beginning farmers and farm couples, and additionally encourages them to learn, and apply leadership abilities to become actively involved in community organizations.

Length: 6 months  
Fellowship structure: Three-day sessions, one of which coincides with the National Farmers’ Union Leadership Conference. Agendas and field trips are tailored to the incoming class of farmers.  
Commitment: Part-time  
Stipend: $100 registration fee, and NFU covers all travel, room, and board costs  
Specific food/ag focus? Yes  
Open to broad food focus: No, open to beginning farmers  
Cohort size: 2016 cohort has 17 participants  
www.nfu.org/education