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A Guide for Grantmaking Associations



Diversity  
Internship  
Program

**A Guide for Grantmaking Associations**

**Women & Philanthropy**

322 Eighth Avenue  
New York, NY 10001



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## Preface

**"DIVERSITY IN PHILANTHROPIC LEADERSHIP AS WELL AS OTHER INSTITUTIONS THROUGHOUT THE COUNTRY IS ABSOLUTELY NECESSARY IF THIS SOCIETY IS TO SURVIVE."**

— Walteen Grady Truely, President/CEO, Women & Philanthropy

**P**hilanthropy seeks to contribute to the common good by addressing the needs and aspirations of communities, be they local, national or global. For the past 30 years both philanthropy and the larger society have sought to address the fact that many people and communities are excluded from jobs, access to decision-making, and access to grant dollars. The Council of Foundations, associations of grantmakers, and individual foundations have all embarked on a long-term commitment to diversify the field of philanthropy. Part of this commitment is an intentional effort to include people of color and all women in professional staff and trustee positions within foundations, and institutional commitments to grant-making that furthers diversity.

Women & Philanthropy is committed to strengthening this process, encouraging philanthropic professionals to take leadership in promoting diversity in their grantmaking, their institutions, their regional associations of grantmakers, and in the larger philanthropic community. In 1989 Women & Philanthropy initiated an internship program in philanthropy for young women of color, designed to introduce them to the field, and to allow foundations to experience the skills and perspectives of women from diverse backgrounds, with the long-term goal of placing more women of color in staff positions within philanthropy. By the fall of 1995, programs operated in three cities, and four intern program graduates assumed positions in New York foundations. In both New York and Boston we have worked through the regional associations of grantmakers (RAGS) to administer this program. The RAGs play a key convening role for a broad range of philanthropic institutions, and have already been active in their commitment to diversity in philanthropy.

We invite you to partner with us in establishing a diversity internship program in your region through the association of grantmakers. This is a program that has proven its effectiveness and is mutually beneficial for interns, foundations, and the RAG itself as it services members. This guide describes the program and offers basic tools for recruitment, applications, interviews and responsibilities, drawn from the experiences in our three sites. The author, Berta Colón, was both an intern and coordinator of the New York City internship program and is currently a program officer with the Norman Foundation in New York City. At the back of the guide are contact names for each program. We welcome your questions as you create a model to fit your specific circumstances. We hope our experiences will lead to many such programs nationwide, and we're here to serve you!

Carol Barton, Director of Programs



## Introduction

**W**omen & Philanthropy (W&P), founded in 1977, is a national association of grantmakers working to mobilize the resources of the philanthropic community to achieve economic, racial, and social equity for women and girls.

In 1989, W&P issued a report examining the issue of gender and ethnic/racial diversity on foundation boards. Based on a survey of the boards of trustees of the top 25 private, community, and corporate foundations in the country, the report, called *Far From Done*, found that only 30 percent of the trustees were women and only 14 percent were people of color. The percentage who were women of color was 6 percent. When asked about the lack of diversity at the upper levels of philanthropy, many foundation board members and chief executive officers (CEOs) replied that there were simply not enough well-qualified and committed women of color to serve as trustees of foundations.

To address these findings, W&P established a pilot diversity internship program in New York City. The program placed young women of color, drawn from local colleges and universities, in paid, part-time internship positions in grantmaking institutions. The short-term goal was to introduce the young women to the philanthropic world in order to increase their understanding of the field. The longer term goal was to develop a diverse pool of applicants who could be eligible for positions as staff or trustees of foundations at some point in the future.

The diversity internship program was modified and replicated in different ways in both Boston and Minneapolis/St. Paul. In Boston the regional association of grantmakers, the Associated Grantmakers of Massachusetts, took on the task of administering the program, while in the Twin Cities this was done through Black, Indian, Hispanic and Asian Women in Action (BIHA) in conjunction with the local Women in Philanthropy group. By 1995, building on the success of these pilots, Women & Philanthropy is taking steps to institutionalize the program, encouraging and working with Regional Associations of Grantmakers (RAGs) to replicate it in their communities. That year, the New York program was successfully transferred to the New York Regional Association of Grantmakers (NYRAG). Drawing on graduate students, it has expanded to include women and men from under-represented populations, including race, gender, disability, and sexual orientation. As associations within philanthropy continue to move toward diversity in the field, Women & Philanthropy is pleased to offer this manual as a tool toward that goal.

Since 1989,  
the New York City  
Diversity Internship  
Program has successfully  
placed over 67 African  
American, Latina, and  
Asian American women  
in about 35  
philanthropic  
institutions.



## Why Start a Diversity Internship Program?

**T**he diversity internship program has been successful in creating a pool of people of color, primarily women, with a broad understanding of philanthropy. Interns involved in the program bring the concerns of communities of color and women into their work situations.

These young people are moving toward leadership positions, bringing with them a knowledge of philanthropy, established networks in the field, and a core set of skills provided through hands-on learning experiences during their internships. The program has also been successful in opening up the field of philanthropy to a more diverse population. This is particularly true for foundations that are unable to diversify because of small staffs.

Although few of the interns who participate in the internship program immediately go on to seek employment in philanthropic organizations after their internships, the program does enable young people with little or no prior exposure to philanthropy to experience this sector as a tangible career option for the future. "Before participating in the program, I knew very little about philanthropy and certainly didn't consider it a career option," one intern explained. "Now it is something that I am definitely considering after I finish school."

In Minneapolis, because of the program's unique design, participants are able to impact the grantmaking process more immediately. Defined as "residents" rather than interns, under the direct guidance of and partnership with foundation directors, trustees and staff, nonprofit professionals serve in philanthropy positions, contributing to the daily grantmaking decisions in which foundations engage. During their residency, they serve as a bridge between the foundations and their communities in the grantmaking process. Upon their return to the nonprofit sector at the end of their residency, they are able to use their new expertise in their communities. Some also continue to work at the foundations as consultants, further enhancing their training and knowledge, as well as the foundation's knowledge base.

The benefits of the diversity internship program are not limited to the interns. The program helps foundations to focus on issues of diversity in philanthropy by exposing them to talented young people of color who bring with them not just a desire to learn but their unique perspectives.

**"Through my experiences with the Diversity Internship Program, I have learned the vital role that foundations can play in effecting public policy and educating people about the needs of women and girls."**

Sonya Chung,  
Fall 1993





## Administration: Why RAGS?

**a**dministration of the Diversity Internship Program through the regional associations of grant-makers has been very effective for several reasons. As the primary local associations of grant-makers, RAG members represent a cross-section of the philanthropic community. Through the RAGs, interns can access an established and otherwise closed network and therefore gain a broad understanding of an elite and powerful field. RAGs are also able to enhance the experiences of interns by providing them with access to resources, such as member directories, interest-area networks, and special programs, including the very popular "So you want to be a grantmaker" workshops. The relationship a RAG has with its members is critical in the process of recruiting foundations to host interns.

## Three Models: New York City, Boston, Minneapolis/St. Paul

**f**lexibility has always been the hallmark of the program, which is open to modification by the RAGs to suit member needs and goals. Such flexibility is evident in the Minneapolis and Boston programs, both modeled after, but quite different from, the New York program. Common to all of the programs is an advisory board, including representatives from the local Women in Philanthropy group and the local RAG as well as other community leaders. In addition, the coordinating organization in each program raised funds to support its administrative costs, including a part-time staff person.

The Diversity Internship Program in New York City, first administered by Women & Philanthropy out of its New York office, provided the original model for the program. Initiated in 1989, the program places young women of color from both undergraduate and graduate programs in local foundations or corporate giving programs for one semester. As sponsor, Women & Philanthropy convened foundation supervisors and interns in separate orientation sessions. Women & Philanthropy also arranged for monthly lunch gatherings where interns could hear from people of color within philanthropy about their experiences, raise questions and concerns, and talk with each other.

In 1992, the Diversity Internship Program was initiated in both Boston and Minneapolis/St. Paul. The Boston program, sponsored by the Associated Grantmakers of Massachusetts, differs from the New York program in two ways. First, on the recommendation of the advisory committee, the program is open both to women of color and to men of color, whose under-representation in professional positions within the philanthropic sector of the region is as serious as that of women of color. Second, the internships last a full academic year.

In Minneapolis/St. Paul, the Women of Color Residency Program is significantly different from its sister programs. It is headed by Black, Indian, Hispanic, and Asian Women in Action (BIHA), a local community-based organization for women of color that took on the program's administration at the request of the local Women in Philanthropy (WIP) group. Along with other community members, Women in Philanthropy acts as the local advisory group to the program. Designed by a committee of funders and community activists, the residency program focuses on women of color from the community who have considerable experience working in nonprofit organizations. The program emphasizes an "immersion experience" in the field rather than focusing simply on providing an overview of philanthropy.



The design of the program differs from the New York and Boston programs for two reasons. First, the size of the women of color population in Minneapolis/St. Paul is very small, which therefore limits the applicant pool from which foundations can select candidates; and second, there is little turnover in professional philanthropy, which limits the positions available to participants. For these reasons, the goal of the program is to develop the career opportunities of women of color while at the same time allowing the funding community to benefit from having an individual on site to articulate the concerns and perspectives of the larger community of color.

## Starting a Diversity Internship Program: Basic Steps

**T**he coordinating organization first sets up an advisory committee for the program, develops a budget, and puts funding in place. The committee then hires a part-time coordinator for the project, who recruits, screens, and matches applicants with foundations.

Recruitment in local universities and outreach to foundations is undertaken to locate both interns and internship sites. Orientation for both interns/residents and their foundation supervisors is provided. During the semester, periodic gatherings are scheduled by the coordinator. Speakers, usually professional people of color working in philanthropy, discuss their careers and share advice with the interns/residents, who also have the opportunity to associate and network with other students/peers of color. Foundations provide a stipend and supervise work experience for interns. Residents of the Twin Cities program receive half-pay compensation based on their full-time salary and benefits.

### RECRUITMENT

Interns for the New York City and Boston programs are recruited by program coordinators through contacts at college/university career service and internship placement offices, faculty, and/or student organizations. In Minneapolis/St. Paul, outreach is done with local nonprofit organizations, churches, and community centers that work with women of color.

Foundations are recruited through the local RAG. In recent years, as the programs have become more established within their respective philanthropic communities, many foundations have begun to request interns directly. Some foundations have become "regulars" of the program, depending on an intern assistance to maximize their ability to "get the job done."

### PLACEMENT

Approximately six to eight interns are placed in New York City and Boston foundations and corporate giving programs each semester. Interns work a minimum of ten hours a week for at least a three-month period. Some interns receive college credit for their participation. They have the option of continuing in the position for a full year, by mutual decision of intern and supervisor.

The Minneapolis/St. Paul program places about three or four residents each year. Each residency involves an eight-month, part-time (about 20 hours a week) commitment to a host foundation.



Residents who already work in a nonprofit organization continue to work part time at their regular positions and receive a full salary. The foundation reimburses their nonprofit employers for the resident's time outside of the organization.

On average, the New York City and Boston diversity internship programs receive about 25 to 40 applications each semester. These include both undergraduate and graduate students. An initial selection process narrows the number of candidates to about half. About 15 percent of the applicants drop out because they have either found another internship, their schedules have changed, or they simply no longer want to participate. After the interview and screening process is completed, about 20 percent of the initial pool of candidates are placed in internships. In the Twin Cities program, which began in 1992, only one resident has ever dropped out.

## ORIENTATION

Once interns and residents are placed, they are required to attend an orientation session designed to provide the administrative information they need to participate in the program. Interns also receive information on the history of philanthropy and its current status, allowing them to enter their internships with a basic knowledge of the field. An orientation session is also held for the supervisors to explain basic expectations, foster mentoring roles, and frame the program in the broader context of diversifying philanthropy.

**"Orientation was very helpful. Although I was still nervous about the internship, I felt that I knew some basic information on foundations and the role they play in the nonprofit sector. I at least knew some of the language and background."**  
 - Tanya Harris, Spring 1994.

## Intern Luncheons

**T**he intern luncheon feature of the diversity internship program is frequently cited by interns as one of the aspects they most enjoy and benefit from in the program. Luncheons are held every four to six weeks and are very informal. Designed to give the interns an opportunity to come together and discuss their internship experiences, they also feature a speaker, usually a person of color currently working in a philanthropic organization, who is invited to speak about his or her experiences in the field.

The intern luncheons not only give the interns an opportunity to share insights, solve problems, and provide mutual support during the course of their internships, they also expose the interns to a network of people of color that have successfully entered the philanthropic field and are willing to share their advice and insights. The luncheons provide a support system that can extend beyond their internships and into their daily lives.

In New York, the program's focus on women of color allowed the interns a rare opportunity to openly discuss issues of gender and race with other women of color. These luncheon discussions were usually very candid and allowed both interns and speakers the chance to explore and share their feelings about gender and ethnic/racial bias and how these issues can be addressed more effectively, not just in philanthropic organizations but in all institutions. As philanthropy seeks to diversify, many people of color have moved into staff positions only to leave when faced with alienating or openly hostile institutional cultures. The ability to share, identify, and process frus-



trating experiences and discuss how to deal with them is an important element of the diversity process. This is one reason identity-based affinity groups have proliferated in the field.

In 1995, the Boston program extended an invitation to graduates of the program to come back to speak to currently enrolled interns. This opportunity enabled the interns to further develop networks with other students of color. Current interns were able to talk with alumna about the career paths they had chosen and what opportunities were available in the nonprofit sector.

The Minneapolis/St. Paul residents attend a monthly seminar focusing on their particular issues and concerns. Discussions range from the responsiveness of foundations to communities of color to the proper attire for their new work setting. The participants also have the opportunity to share experiences and become a support system for each other.

## Mentoring

Efforts to develop a mentoring component for the diversity internship program in the New York City and Boston programs have met with limited success. In Boston, only a few interns have had the opportunity to be paired with mentors because of the time that is needed to make the arrangement effective. Where mentoring has been arranged, the relationships have been excellent, extending beyond the duration of the internship.

In New York City, the mentoring component was abandoned, primarily because many of the interns and supervisors did not feel they could commit additional time to the program beyond the internship hours. This was particularly true for the graduate students participating in the program, who were under rigorous academic constraints. Several supervisors felt that the short length of the internship did not lend itself to the time required to develop a mentoring relationship. However, a few informal mentoring relationships developed between luncheon speakers and interns.

The mentoring component of the Minneapolis/St. Paul program has been very successful. One reason for its success is that the women participating in the program are professionals and are therefore better able to establish peer relationships with philanthropic professionals. Another factor is that mentors are selected from a foundation other than the one in which the resident is placed. This allows the mentor to contribute more time to the mentoring process and broadens the contact base for the resident. Mentors are seen as people with whom the residents can share both problems and successes.

## Problems

Personality, misunderstandings, and other practical or unforeseen events may lead to conflict in an internship. The most common cause of conflict occurs when there is a misunderstanding or undiscussed change in the type of work the intern is required to do. Most interns look forward to doing hands-on work and although very few object to occasional clerical duties, they do not expect such duties to make up the bulk of their work experi-



ence. Other conflicts arise from an unexpected change in supervisor or when an intern is unable to complete the internship for personal reasons.

In such situations, the coordinating agency acts as a mediator to resolve any conflicts. In the Twin Cities, residents have also dealt with uncomfortable situations by consulting with project advisory committee members. The objective is not to salvage the internship at any cost, but to ensure that the intern has a worthwhile learning experience. There is a tendency to want to please the foundation at the expense of the intern, but while it is important to please the customer, so to speak, if the intern is unhappy, or has a negative experience, this will be felt by the foundation, and will in the end defeat the purpose of the program.

## Ideal Matches

**U**nfortunately, there is no exact formula that can predict which matches will work well between interns and supervisors. Personality has a lot to do with how well an intern and supervisor work together. Communication, however, is just as important. Some of the best "matches" have occurred between interns and supervisors who have sat down and really outlined expectations. On one occasion, an intern and her supervisor had lunch together every other week. This gave them an opportunity to bring each other up-to-date on the work they were doing and also allowed them to converse on a more social level.

Another factor that contributes to a successful internship is the level of commitment a supervisor has to giving an intern a real feel for foundation work. One supervisor who participated in the New York City program in 1994 was very interested in giving the intern some "tools" which she could then take with her when she moved on. While she had the intern work on several different projects, the focus was always on making the experience one of true learning.

Clearly each internship is different. Yet there are some key elements that allow for a successful placement. Here are just a few:

1. Willingness on the part of the supervisor to provide the intern with the maximum learning experience, i.e., introducing her/him to the daily operations of the foundation; allowing her/him to attend board meetings; giving her/him a lot of responsibilities;
2. Designing a clearly thought-out project or projects that are manageable in terms of the length of the internship and the skill of the intern;
3. Clear and ongoing communication between the intern and supervisor.

I  
**Guidelines for  
Intern Placements  
Boston and New York City**

1. Application should be completed by the stated deadline. Incomplete or late applications are not considered unless a reason for the late submission of materials is indicated.

Application packet should include:

- Completed application form
  - Resumé
  - Personal statement
  - Two written recommendations
  - Short writing sample
2. Initial interviews are scheduled with selected applicants.
  3. Applicants are "matched" with internships based on application content, initial interview, and job description submitted by foundation.
  4. Applications are forwarded to foundations with the best potential fit.
  5. Foundations review applications and contact applicants directly for interviews. If not selected, applicant is contacted by the program coordinator.

An applicant who is not selected for an interview may interview at a second foundation provided that he/she satisfies the position qualifications.

6. Foundation interviews candidates and selects an intern.
7. Applicants are informed about whether or not they have been selected. If not selected by first foundation, applicant can interview for another position.

If selected by a foundation, applicant contacts supervisor, confirms placement decision and schedules a starting date.

8. Intern attends an orientation session organized by the diversity program coordinator. This is usually held one to two weeks prior to the starting date of the program.

## Sample Timeline New York City

### April/Early May

- Update mailing list of college contacts
- Prepare fall application, fact sheet, and outreach cover letters (see samples)
- Mail to college contacts:
  - 1) college outreach cover letter
  - 2) fact sheet
  - 3) sample job descriptions
  - 4) application packets
- Mail to host organization members and RAG members:
  - 1) foundation outreach cover letter
  - 2) fact sheet
  - 3) sample job descriptions
  - 4) "Why Sponsor an Intern?" sheet
  - 5) sign-up forms

### May

- Make follow-up calls to foundations re: hosting an intern for the following year

### Early June

- Review intern applications
- Schedule preliminary interviews

### Mid-June

- Hold interviews

### Late June

- Match-up applicants with host foundations
- Have foundation supervisors arrange interviews  
(Give late July deadline for decisions)

### July

- Follow-up with foundations and applicants re: interviews

### August

- Send rejection letters to applicants that were not selected
- Plan fall orientation
- Contact possible speakers for semester luncheons

### September

- Hold orientations for interns and supervisors

**Sample Timeline  
Minneapolis/St. Paul**

**September - October**

- Information sent out announcing that applications are being accepted

**September - December**

- Applications accepted

**January**

First Week

- Applications reviewed by advisory committee members

Second Week

- Telephone interviews held

Third Week

- Interviews with prospective residents and foundations are held

Fourth Week

- Residents are selected

**February**

- Residency program begins and continues for 8 months (usually until the end of October)





## 4 Outreach

Outreach mailing lists should be updated every semester before applications are mailed. The high turnover for career service coordinators coupled with students graduating from schools makes it difficult to compile an accurate list that can be used for more than two semesters. Some good places to contact are:

### **Student organizations**

- Information on student groups in colleges and universities may not be readily available. For graduate programs, the best bet is to contact the dean's office. Most deans are aware of the different extracurricular student groups that exist within their programs or can refer you to the right person to contact. Undergraduate institutions usually have an office of student services that can provide you with information about student organizations.
- Rather than sending an application packet to a student group, provide them with a flyer containing basic information about the program, i.e., a brief description and purpose, pay rate (very important to graduate students), length of commitment required. Be sure to provide a number where they can call for further information.

### **Career Services**

- Contact the internship placement coordinator directly. Establishing a relationship with a coordinator can be a helpful way of making sure your material is kept updated and that students are referred to the program directly.
- If there isn't a person who specifically works with internships, fax or mail a copy of the application packet to the career services' office. Make sure to send them an updated packet every semester.
- Find out if they will be holding any job fairs, internship orientations, etc. These provide a great opportunity to recruit potential candidates and to spread the word about the program.

### **Nonprofit Organizations/CBOs**

- Contact issue or population-specific nonprofits, such as the Gay Men's Health Crisis. Most are usually willing to post job listings and position descriptions.
- Establish links with community organizations in order to find out about special events and opportunities for working collaboratively. Make sure you get on their mailing lists.



## 5

### Interview Procedure Boston and New York City

1. Select applicants to be interviewed using the following criteria:
  - Well-presented application
  - Thoughtful and well-written personal statement that demonstrates genuine interest in participating in the internship program
  - Strong, coherent writing sample and good recommendations/references
  - Solid work experience and extra-curricular involvement (volunteering and other internships a plus)
  - Any other outstanding or unusual experiences or skills, such as foreign languages or computer skills
  - A specific qualification a foundation may have requested
2. Contact selected applicants and schedule interviews. Keep some back-ups in case some applicants are no longer interested. Most interviews take from 15 to 20 minutes. (It helps to schedule most of the interviews within a one to two-week period, otherwise the process can become very lengthy.)

### Questions to ask during the interview

1. **How did you learn of the program?** Most applicants are referred through a faculty member, career placement office, another student or intern, or a publication/posting.
2. **What attracted you to this program and why did you apply?** Look for thoughtful, articulate responses which show that the applicant is interested in the goals of the program, not merely looking for a part-time job.
3. **How does it relate to your field of study?** Responses should indicate that applicant has thought about the internship in a serious way. Can the internship enhance applicant's academic work, for example.
4. **What are your tentative future career/academic plans?** Will participation in this program enhance applicant's future plans?
5. **What are your interests outside academia?** Is applicant involved in any extracurricular or community activities? Any outside involvements are a definite plus, especially if it shows real links to community or grassroots/campus activities.
6. **What are some of the social issues that concern you?** What issues would the applicant be interested in working on if placed in an internship? Does the applicant have a background in this area? How serious is her commitment to this issue? This question helps the coordinator "match" applicants with internships in terms of interest.
7. **What do you know about foundations/the nonprofit sector?** Although applicants are not expected to know a lot about foundations, prior knowledge of the field is helpful.
8. **Do you have any questions or anything else to add?**

6

**Interview Procedure  
Minneapolis/St. Paul**

1. In addition to the criteria mentioned in the Boston and New York section, the Minneapolis/St. Paul program looks for:
  - demonstrated history of involvement in community or nonprofit organization which works with communities of color
  - ability to speak in public
  - basic knowledge of nonprofit management and funding issues
2. Prior to an in-person interview, a phone interview is held.

**Questions to ask during the interview**

1. **To which community (communities) of color do you relate?  
How do you see your role in this (these) settings?**
2. **What specific work have you done with foundations?**
3. **What would you like to see changed about philanthropy?**
4. **What was it about the residency concept that you found interesting?**
5. **What do you think you'll get out of the residency?**
  - A. Strategies for strengthening your community's ability to access foundations
  - B. Personal benefits, challenges
  - C. Impact on foundations
6. **What specific work experience and skills do you offer the residency?**



7  
**Issues to Discuss with  
Host Foundations**

**Have you ever supervised an intern before or served as one yourself? What impression do you have of the experience?**

First-time supervisors may not be aware of the amount of time it takes to supervise an intern. Find out how much time they can contribute to the training and supervision of an intern before placement. One option for a supervisor is to "share" supervision and training time with another staff member.

**How large is your foundation? Is there place for an intern—both physically and organizationally?**

Logistically speaking, figuring out a role and an actual space for the intern can be very helpful. It helps the intern adjust more quickly to her/his new environment and also eliminates any confusions that may occur if a space is shared or work responsibility overlaps with that of other staff members.

**Is there a specific person who could be responsible for supervising the intern - or a group of people who could do so on daily basis?**

The intern should be introduced to all foundation staff, particularly those who may take on the responsibility of supervising the intern if the supervisor was ill or on vacation.

**If you decided to have an intern, what would you prefer in terms of:  
Number of hours a week? Length of internship?**

The minimum number of work hours required is ten per week. This number can be increased the supervisor and intern approve. Some foundations may be looking to hire someone for an entire year. Make sure you indicate to potential candidates the length of the internship.

**How will you pay the intern? Does your organization have special rules that would make this difficult?**

Most corporate contribution programs cannot pay interns directly because interns are not on their payrolls. In these situations, the corporation can award the coordinating agency a grant that can then be used to pay the intern directly.

**Will a project position for an intern be developed?**

If a position or project has been developed, ask if you can see a copy for review. If they have no position in mind, give them some suggestions based on past internships.



8

**Guidelines for Intern Selection  
Boston and New York City**

1. Submit completed intern request form which includes:
  - position description
  - copy of your foundation's most recent annual report

Once the position description is received, the program coordinator will "match" applicants with a foundation. A packet on each applicant containing a completed application form, a resume, a personal statement, two written recommendations, and a writing sample will be sent to the supervisor for review.

2. Review the materials for each candidate and inform the program coordinator which candidates have been selected for interviews.
3. Contact the applicants and schedule the interviews. Applicants who are not selected for an interview will be contacted by the program coordinator.
4. Once the interviews are completed, contact the program coordinator and indicate which of the candidates have been selected for hiring.

The program coordinator will then contact the selected applicant. If the candidate is interested, she will be asked to call the supervisor to confirm her decision, and schedule a starting date. If the candidate is no longer interested, the program coordinator will contact the supervisor about alternate candidates.

5. Schedule a starting date.
6. Attend a supervisor orientation which is usually held one to two weeks prior to the starting date of the program. The interns are also required to attend an intern orientation meeting.
7. Schedule an initial meeting with the new intern outlining hourly wage, nature of the project, expectations, specifics of the particular institutions, and other requirements for the job.

**O r i e n t a t i o n**  
**B o s t o n a n d N e w Y o r k C i t y**

The initial orientation session should clearly outline what is expected of both interns and supervisors throughout the internship. Some key elements that should be reviewed during both the supervisor and intern orientations are:

1. **The foundation pays the intern directly.**  
 The intern receives a minimum of \$12/hour and should be paid through the foundations payroll system, as an intern, consultant, or temp.
2. **Interns are required to attend scheduled workshops.**  
 Two to three workshops are given during the term. They normally last about two hours. These hours should be counted as part of the intern's work hours at the foundation. Interns should be paid by the foundation for this time.
3. **Evaluation forms must be filled out by both the intern and the supervisor.**  
 An evaluation form is sent to interns and supervisors toward the end of the internship period. Evaluations allow the program coordinator to gauge the opinions and experiences of both the interns and supervisors, and incorporate them into the program.
4. **Coordinating agency receives a management fee from participating foundations.**  
 A management fee is paid to the coordinating agency, normally 10 percent of the intern's salary. An invoice for this fee is sent by the coordinating agency to the foundation.
5. **Internships can be extended past the twelve-week time frame.**  
 If both intern and supervisor agree, an internship can be extended to another twelve weeks.

**S u p e r v i s o r o r i e n t a t i o n :**

The program coordinator should go over some of the areas the supervisors should discuss with their interns before the internship begins. Clearly established expectations help to reduce the number of misunderstandings. Some subjects to discuss:

1. **Intern responsibility**  
 Discuss the types of projects the intern will work on, what the intern is expected to do and the timeline for each project.
2. **Work schedule**  
 A work schedule detailing when the internship will begin, when it will end, and on what days of the week the intern will work should be discussed and put in writing. The possibility of "making up" missed work hours should also be covered before the internship begins.
3. **Supervision**  
 The intern should be introduced to all foundation staff, particularly those that may take on the responsibility of supervising the intern if the supervisor is out of the office. Dress codes, restricted areas, and general foundation rules are all things the intern should be told about before the internship begins.

### **Intern orientation:**

Aside from furnishing the intern with basic information on the program components and expectations, the orientation session should also provide the interns with some basic information on what foundations are, their history and their basic structure.

#### **Sample agenda for intern orientation:**

- I. Introductions
- II. Background information on the local RAG or sponsoring organization
- III. Overview of philanthropy
  - Definition of a foundation
  - Types of foundations (private, corporate, community)
  - Historical background on foundations
  - Basic foundation structure: role of board, duties of program officers
- IV. Program logistics
  - Responsibilities of intern and supervisor
  - Role of coordinating organization
  - Upcoming events
- V. Wrap-up

If any problems arise for either the intern or supervisor during the course of the internship, the program coordinator should be contacted immediately.

10  
**Site Visits**  
**New York City**

Mid-way into the semester, the program coordinator should make a site visit to each of the placements. These give the coordinator an opportunity to learn more about the placement and observe the relationship between intern and supervisor.

**Questions to ask the intern:**

- How is the internship going?
- What's an average day like?
- How many hours are you working?
- Is 10 hours a week enough time to complete all of your assigned tasks?
- Do you feel you understand the foundation's goals and mission?
- Have you been able to take on more duties?
- Have you learned any new skills?
- Do you feel you have improved any of your skills?
- How do you think you make an impact on this institution as a woman of color?
- Have there been any problems or conflicts?
- Do you feel the coordinating agency has supported you? What could we do to better support interns?

**Questions for supervisor:**

- How has the intern helped the most?
- Have you been able to delegate additional duties to him or her?
- Do you feel the intern has a handle on her or his responsibilities, an understanding of your responsibilities, and of the foundation's mission and goals?
- Has the intern noticeably improved any of his or her skills?
- Is 10 hours a week enough time for the intern to complete his or her assigned duties?
- How do you think the intern makes an impact on you or your institution as a woman of color?
- Have there been any problems or conflicts?
- Do you feel the coordinating agency adequately supported you? What could we do better to support supervisors?



II  
**Intern Luncheons  
New York City**

**Format**

The intern luncheons are very informal. They are held once a month throughout the duration of the program and last about two hours. Aside from giving the interns an opportunity to interact and network, intern luncheons also expose the interns to people of color who are practitioners in the philanthropic field. Speakers are asked to discuss their experiences and explore issues of diversity with interns.

**Sample Agenda:**

- I. Introductions
- II. Administration - upcoming events, deadlines, etc.
- III. Speaker Presentation
- IV. Question & Answer
- V. Wrap Up

**Scheduling a Speaker**

- Develop a list of possible speakers. Ask around to find out if anyone has heard any of the candidates on your list give a presentation. An ideal speaker is someone who is interesting, dynamic, and above all has a genuine interest in exploring issues of diversity and discrimination with the interns.
- Begin to contact possible speakers about a month before the program is set to start. Most program officers have very busy schedules.
- After a speaker agrees to come and speak at a luncheon, confirm the date in writing.
- Contact the speaker one to two weeks prior to the luncheon to discuss the format and content of the session.

**Content**

- Ask the speaker to talk briefly about how he/she got to his or her present position and any past experiences her or she would like to share.

**Some questions the speaker should consider:**

What are the barriers that women and people of color confront in the philanthropic sector?  
How can these barriers be overcome?  
What are some career paths she/he would recommend for a woman or person of color that is interested in obtaining a job in a philanthropic organization?



O u t r e a c h

# New York Regional Association of Grantmakers Diversity Internship Program

## What is the NYRAG Diversity Internship Program?

NYRAG has launched an internship program for graduate students at funding organizations (and related umbrella organizations) in the greater tristate metropolitan region. The NYRAG Diversity Internship Program was developed with the assistance and encouragement of Women & Philanthropy, which managed a local diversity internship program from 1990-1994.

The objective of the program is to provide participants with a broad understanding of the field of philanthropy as well as insight into the inner workings of a particular grantmaking organization. The internship is designed to be a learning experience with a special emphasis on access to the processes of private philanthropy to individuals whom we expect will soon fill positions of community leadership. Our goal does not include immediate job placements in the foundation/corporate giving world.

## Who is eligible to apply?

Men and women from groups historically under-represented in the decision making ranks of philanthropy will be targeted for the semester-long internships; this includes African-Americans, Latino/as, Asian Americans, Native Americans; people with disabilities; and gay men and lesbians. Targeted graduate programs include public affairs, nonprofit management, urban affairs, public health, business administration, and the social sciences. Applicants from other graduate programs may be eligible, depending on the availability of appropriate placements.

## How does it work?

Applicants will be selected for interviews with potential sponsoring organizations as a result of a competitive application process. The number of internship opportunities will vary from semester to semester, so placement for all successful applicants cannot be guaranteed.

The second "class" of interns will begin in the winter 1996 semester and be placed in part-time (10 - 15 hours per week), 12-week assignments at foundations or corporate giving programs at a minimum rate of \$12/hour. Host organizations will pay a small fee to NYRAG for each placement.

NYRAG will provide supplemental workshop activities throughout the semester to encourage networking and information exchange.

## Tell me about NYRAG.

NYRAG is an association of over 190 grant-making organizations in the greater New York tristate metropolitan area. NYRAG's mission is to promote and support effective philanthropy and concerted action for the public good. Goals are to improve the practice of philanthropy in the region; to increase and diversify philanthropy in the region; and to provide and encourage leadership for collaborative action.

## How can I find out more?

For more information about the NYRAG Diversity Internship Program, contact Jean Leong (ext. 27) or Lisa Philp (ext. 24) at the New York Regional Association of Grantmakers, 212/714-0699. ♦

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## O u t r e a c h

## New York Regional Association of Grantmakers 1995 Fall Diversity Internship Program

**"Toward the aim of increasing and diversifying philanthropy in the region..."**

The NYRAG Diversity Internship Program is specifically targeting qualified graduate students from groups historically under-represented in the decision making ranks of philanthropy. This includes African-Americans, Latino/as, Asian-Americans, Native Americans, people with disabilities, and lesbians and gay men. The graduate students we have already interviewed:

**Come from various academic backgrounds...**

- ◆ Public policy
- ◆ Nonprofit management
- ◆ Law
- ◆ Urban planning
- ◆ Political science

**Hold various areas of interest...**

- ◆ Youth issues: violence prevention, health, education
- ◆ Environmental justice
- ◆ Community development and organizing
- ◆ Arts and culture
- ◆ Social services provision
- ◆ Urban planning
- ◆ Women's rights
- ◆ Immigration policies
- ◆ Latin American development
- ◆ Languages: Spanish, Portuguese, Korean, French, Tagalog (Pillipino ~~dialect~~)

**Graduate Student  
Interns Available —  
Act Now!**

**Possess important skills...**

- ◆ Computer skills: word processing, spreadsheets, database, statistics, publishing
- ◆ Communication skills: writing, facilitation, public speaking
- ◆ Research
- ◆ Policy analysis

We would like to refer one or several of these graduate students to your grantmaking organization for a personal interview. Internships are 12 weeks, 10-15 hours per week, \$12 per hour. If your organization can use an intern to evaluate the effectiveness of a program, interview service providers, research guidelines for a new funding initiative, produce publications (newsletters, annual reports), organize workshops, or provide a fresh perspective, please call NYRAG at 212/714-0699, ext. 27 to discuss your needs further. ◆

895

## Outreach

### NEW YORK REGIONAL ASSOCIATION OF GRANTMAKERS

#### "WHY SPONSOR AN INTERN?"

- Are there writing and research functions that you need to get done?
- Would you like assistance in managing your grantmaking tasks?
- Do you have special projects that could be handled by a skilled, committed person?

If you answered "yes" to any of these questions, you should ...

#### CONSIDER HIRING AN INTERN!

What can an intern offer? Interns can ...

- Evaluate the effectiveness of grants made by foundations and corporations;
- Interview service providers to ensure funding level was sufficient and effective;
- Research and recommend guidelines for new funding initiatives;
- Produce publications, newsletters, and annual reports;
- Organize conferences and workshops;
- Create systems for tracking grants and archiving records; and
- Provide a fresh perspective on the work that you do.

What can NYRAG offer? NYRAG will ...

- Offer interns drawn from graduate programs at schools such as NYU, Columbia, and the New School for Social Research;
- Pre-screen all candidates and match them with organizations based on the criteria you provide;
- Conduct monthly luncheon sessions to expose interns to additional philanthropic leaders;
- Encourage interns to further their professional development by allowing them to attend most NYRAG programs free of charge;
- Organize an orientation for supervisors on successfully managing an intern;
- Organize an orientation for interns on philanthropy and its functions and getting the most from an internship;
- Help program staff to develop a substantive and productive job description; and
- Provide on-going support to both interns and grantmaking staff throughout the internship.

#### BUT I HAVE NO TIME!!

In order to ensure that an internship is mutually beneficial to both the graduate student and grantmaker staff, there will need to be an initial investment of your time. However, NYRAG will help you structure the internship in the most productive, time-efficient manner. NYRAG is confident that the many benefits of hosting an intern, to both student and staff, will compensate for the time spent now. If you still have doubts, please feel free to contact Zachary Knight at (212) 714-0699, ext. 27 to discuss your concerns further.

NYRAG 505 Eighth Avenue, Suite 1805 New York, NY 10018 212/714-0699

## Outreach

### ARE YOU:

- a graduate or undergraduate minority student? - i.e. African-American, Asian American, Latino, Native American or disabled
- committed to community-based work?
- excited to learn new and different things about Boston?
- interested in finding out how and why foundations and corporate giving programs work?
- looking for a unique "hands-on" internship experience?

**PAID INTERNSHIPS FOR  
1994-95 ACADEMIC YEAR  
AVAILABLE!**

Placements will be made with foundations and corporate giving programs in Greater Boston for **10-15 hours/week** positions at **\$7-10.00/hour**. The application process for internships is very competitive with limited positions available. *Applications will be considered on a rolling submission bases. The final deadline is September 1, 1994 for internships beginning in Fall 1994.*

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For questions or more information, please contact Sally at (617) 426-2606 ext. 15 or write to:

Associated Grantmakers of Massachusetts  
Attn: Diversity Internship Program  
294 Washington Street, Suite 840  
Boston, MA 02108



## Information Kit

### New York Regional Association of Grantmakers

505 Eighth Avenue (at 35th St.), Suite 1805, New York, NY 10018 212/714-0699

April 19, 1995

Dear NYRAG Liaison:

Starting in the fall 1995, the New York Regional Association of Grantmakers will launch its Diversity Internship Program. The Program will place highly qualified graduate students, from a broad range of disciplines, in internships in foundations and corporate giving offices. We are now accepting applications for this exciting new initiative. The NYRAG program was developed with the assistance and encouragement of Women & Philanthropy, which managed a successful local diversity internship program from 1990-1994.

As a NYRAG member, you are probably aware that one of our objectives is to increase and diversify philanthropy in the region. To that end, the Diversity Internship Program will specifically target men and women from groups historically under-represented in the professional ranks of philanthropy. Moreover, the program is particularly interested in providing access to the process of philanthropy to individuals whom we expect will soon fill positions of community leadership. Also, interns are able to perform important, challenging tasks which foundation staff may not have the time to undertake. Please see the enclosed flier for other program benefits, and please feel free to route this to an appropriate person in your office.

The Diversity Internship Program is competitive and rigorous, and requires considerable commitment from the intern, foundation, and supervisor. NYRAG will screen all prospective interns in order to make the most appropriate placements possible. Each grantmaker supervisor will have the opportunity to interview several potential intern candidates. The program requires that all interns be paid by the host organization at a rate of \$12 per hour; each intern will work 10-15 hours per week for the 12-week period of the internship. Individual arrangements can be made for salary rates, hours, or terms of employment above these minimums. Please note that there is a nominal administrative charge payable to NYRAG.

In order to participate, please complete and return the enclosed job description form, along with your foundation's most recent annual report no later than June 1, 1995. I hope that your organization will plan to participate in this important Diversity Internship Program. I will contact you within the next few weeks to discuss the program further. In the meantime, please feel free to contact me at (212) 714-0699, ext. 27.

Sincerely,

Coordinator  
Diversity Internship Program

Enclosures





### Information Kit

## New York Regional Association of Grantmakers

505 Eighth Avenue (at 35th St.), Suite 1805, New York, NY 10018-6505 212/714-0699

### ***NYRAG DIVERSITY INTERNSHIP PROGRAM SPONSOR APPLICATION FORM***

\_\_\_\_ YES, my organization would like to participate in the Fall 1995 Diversity Internship Program. I am enclosing this completed form along with a job description for each position and our most recent annual report

\_\_\_\_ YES, my organization is interested in participating in the Spring 1996 Diversity Internship Program. Please keep me informed.

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Intern Supervisor: \_\_\_\_\_  
(if different)

Foundation: \_\_\_\_\_

Department: \_\_\_\_\_  
(Program Area)

Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

E-mail: \_\_\_\_\_

*Please complete the following questions:*

1. What specific tasks and responsibilities will the intern have? Will the intern produce reports; draft grant recommendations and declination letters, attend meetings, conduct site visits, organize conferences, etc? Please be as specific as possible. Use a separate sheet if necessary.

\_\_\_\_\_

over

Information Kit

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2. What qualifications are required for this position? Are there any special skills and/or experience that would be relevant or particularly useful (i.e., computer knowledge, foreign languages, community involvement)?

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3. What is the tentative weekly schedule that you would like an intern to follow?

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Please return this form and your most recent *annual report* by *June 1, 1995* to:

Diversity Internship Program  
NYRAG  
505 Eighth Avenue, Suite 1805  
New York, New York 10018

(212) 714-0699, ext. 27  
(212) 239-2075 fax





## Information Kit

### New York Regional Association of Grantmakers

505 Eighth Avenue (at 35th St.), Suite 1805, New York, NY 10018-6505 212/714-0699

#### DIVERSITY INTERNSHIP PROGRAM APPLICATION FORM

Toward the aim of increasing and diversifying philanthropy in the region, NYRAG's diversity internship program will place qualified graduate students in part-time positions in foundations and corporate giving programs for 12-week assignments.

The objective of the program is to provide participants with a broad understanding of the field of philanthropy, as well as direct experience in the grantmaking process. The Internship places a special emphasis on access to the process of private philanthropy to individuals whom we expect will soon fill positions of community leadership. Our goal does not include immediate job placements in the foundation/corporate giving world.

In order to be considered for the 1996 winter/spring semester Diversity Internship Program, please submit the following items as soon as possible:

- \_\_\_ One Completed Application Form;
- \_\_\_ One Current Resume;
- \_\_\_ Contact Information on Two References (these need not necessarily be academic);
- \_\_\_ One Writing Sample (no more than three pages in length), and
- \_\_\_ Two page description of your career goals (see below).

Name: \_\_\_\_\_

Address: \_\_\_\_\_

City/State/Zip: \_\_\_\_\_

Phone: (H) \_\_\_\_\_

(W) \_\_\_\_\_

E-mail: \_\_\_\_\_

School: \_\_\_\_\_

Program: \_\_\_\_\_

Expected Graduation Date: \_\_\_\_\_

Please tell us about your career goals upon completion of your graduate program, and how participating in the Diversity Internship Program might fit into those goals. (Please use a separate sheet and limit your response to no more than two pages.)

*over please*



## Information Kit

Please tell us about any special skills you possess (i.e., computer knowledge, foreign languages, etc.).

Please tell us about any special interests or projects that you are involved in.

Please provide us with an outline of your tentative schedule for Winter/Spring 1996. What times will you have available to devote to the internship?

**Please submit completed application with all attachments to the following address:**  
*(Please be advised that applications will not be considered without all materials being submitted.)*

Jean Leong  
Diversity Internship Program  
NYRAG  
505 Eighth Avenue, Suite 1805  
New York, New York 10018  
212/714-0699, ext. 27  
fax: 212/239-2075  
e-mail: jleong@nyrag.org

## Information Kit

### NEW YORK REGIONAL ASSOCIATION OF GRANTMAKERS 1995 FALL DIVERSITY INTERNSHIP PROGRAM Information Sheet for Sponsoring Organizations

#### **The sponsoring organization pays the intern directly.**

The intern receives a minimum of \$12 per hour and should be paid through the organization's payroll system, either as an intern, consultant or temp. Due to the extra costs involved, only in cases where paying an intern directly would prohibit the sponsoring organization from participating in the internship program will NYRAG consider paying the intern on NYRAG's payroll through a grant or invoice system (please see below).

#### **Management fee payable to NYRAG.**

A management fee of \$400 per placement will be invoiced by NYRAG to the sponsoring organization once a successful placement has been made. If NYRAG must place the intern on NYRAG's payroll, an additional \$100 will be invoiced to cover associated costs and liabilities that NYRAG will incur. Flexibility will be given to public charities and associations of grantmakers on a case by case basis.

#### **Supervision.**

The intern should be introduced to all organization staff, particularly those that may take on the responsibility of supervising the intern if the supervisor is out sick or away on vacation. Discuss the types of projects the intern will work on, what the intern is expected to do and the time-line for each project. Dress codes, restricted areas, and general foundation rules are all things the intern should be told about as the internship begins.

#### **Evaluations.**

Evaluation forms must be filled out by both the intern and the supervisor. A brief evaluation form will be sent to interns and supervisors toward the end of the internship period. They allow the program coordinator to gauge the opinions and experiences of both the interns and supervisors, and incorporate them into the program.

#### **Work schedule.**

A work schedule detailing when the internship will begin, when it will end and on what days of the week the intern will work should be discussed and put in writing. The possibility of "making up" missed work hours should also be discussed as the internship begins.

#### **Monthly Intern Programs.**

Interns are required to attend the monthly programs planned by NYRAG to support the intern's learning throughout the course of the internship. Four programs have been planned, lasting about two hours each (please refer to the attached program flyer). These hours should be counted as part of the intern's work hours and s/he should be paid for this time.

#### **NYRAG Programs.**

Interns may attend NYRAG programs (skill-building workshops, Members' Briefings, City Connect sessions, Meet the Grantmakers, etc.) at no charge. The supervisor and intern together should develop an accepted procedure for requesting permission to attend a NYRAG program. Sponsoring organizations are at their discretion to determine if they will pay the intern's hourly wage for attendance at these programs.

#### **Internship may be extended.**

Internships may be extended past the twelve week time frame to another twelve weeks if both the intern and supervisor agree.

#### **NYRAG always available.**

If any problems or questions arise for either the intern or supervisor during the course of the internship, the program coordinator should be contacted immediately at 212/714-0699, ext. 27.



## Welcoming Material

### New York Regional Association of Grantmakers

505 Eighth Avenue (at 35th St.), Suite 1805, New York, NY 10018-6505 212/714-0699

September 1995

Dear Diversity Internship Participant:

Welcome to NYRAG's 1995 fall semester Diversity Internship Program and congratulations! We are excited about sponsoring our first "class" of interns. As this is an internship program targeted to graduate students, your contribution to the host organization is designed to be substantive, providing you with a broad overview of the philanthropic sector, an intimate look at the grantmaking process, the opportunity to gain new skills, and a chance to network with professionals in the field.

As part of our support programming, NYRAG will sponsor a monthly seminar series in which seasoned grantmakers, representing a variety of grantmaking organizations, will discuss their personal experiences surrounding a career in philanthropy and other pertinent issues grantmakers currently face. Please see the enclosed flyer for a schedule of these meetings.

The first meeting will be Friday, September 29, 9:00 - 10:00 AM at the Foundation Center. A light breakfast will be provided. Jean Johnson, Manager of Bibliographic Services, will present an overview of the Foundation Center and the variety of services it offers to philanthropic organizations. NYRAG will also provide an overview of the internship program and distribute some useful materials. You will have a chance to informally peruse the Foundation Center Library after the talk. The Foundation Center can serve as an excellent resource during the course of your internship, so mark your calendars!

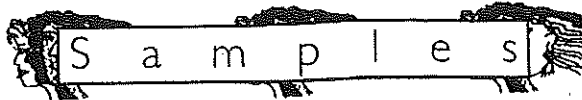
Attendance at the monthly seminars is mandatory. We have scheduled them on Fridays with the hope that most students do not have classes on that day. We have instructed host organizations that these seminars should be considered professional development, and students should thus be paid for this time (two hours per seminar).

If you have any questions, please feel free to call either myself at 212 / 714-0699, ext. 27 or Lisa Philp at ext. 24. We look forward to seeing you on September 29.

Sincerely,

Diversity Internship Program

Enclosures



## Welcoming Material

### New York Regional Association of Grantmakers

505 Eighth Avenue (at 35th St.), Suite 1805, New York, NY 10018-6505 212/714-0699

Dear

Thank you for participating in NYRAG's 1995 Fall Diversity Internship Program by hiring an intern! We are excited about sponsoring our first "class" of interns. As this is an internship program targeted to graduate students, the intern's contribution to your organization is expected to be substantive, providing the intern with a broad overview of the philanthropic sector, an intimate look at the grantmaking process, the opportunity to gain new skills, and a chance to network with professionals in the field. In addition, the diversity of perspective, experience and knowledge brought by these students should positively contribute to the programs and decision-making process within your organization, as well as serve to strengthen the philanthropic field in general.

As part of our support programming, NYRAG will sponsor a monthly seminar series in which seasoned grantmakers, representing a variety of grantmaking organizations, will discuss their personal experiences surrounding a career in philanthropy and other pertinent issues grantmakers currently face. Please see the enclosed flyer for a schedule of these meetings. Also please find an "Information Sheet" that describes the obligations of each sponsoring organization, as well as an invoice for NYRAG's management fee.

Please call either myself at 212/714-0699, ext. 27 or Lisa Philp at ext. 24 if you have any questions. Thank you again for your support and participation.

Sincerely,

Diversity Internship Program

Enclosures

## Welcoming Material

**New York Regional Association of Grantmakers  
1995 Fall Diversity Internship Program  
Program Schedule****The Foundation Center**

Friday, September 29, 1995

9:00 - 10:00 AM

Speaker / Host:

Jean Johnson  
Manager of Bibliographic Services  
79 Fifth Avenue, 8th Floor  
(Between 15th and 16th Streets)  
New York, NY 10003

*A light breakfast  
will be provided.*

**The Ford Foundation**

Friday, October 20, 1995

12:00 - 2:00 PM

Speaker / Host:

Anthony D. Romero  
Program Officer, Rights & Social Justice  
320 East 43rd Street  
(Between 1st and 2nd Avenues)  
New York, NY 10017-9998

*Lunch will be  
provided.*

**Merrill Lynch & Co. Foundation, Inc.**

Friday, November 10, 1995

12:00 - 2:00 PM

Speaker / Host:

Westina Mathews  
Secretary & Trustee  
Vice President, Philanthropic Programs  
World Financial Center, South Tower  
(Cross streets - West Side Highway & Liberty Street)  
New York, NY 10080-6106

*Bring your own brown bag  
lunch. Sodas provided.*

**Joyce Mertz-Gilmore Foundation**

Friday, December 1, 1995

12:00 - 2:00 PM

Speaker / Host:

Penny Fujiko Willgerodt  
Program Officer  
218 East 18th Street  
(Between 2nd and 3rd Avenues)  
New York, NY 10003-3600

*Bring your own brown bag  
lunch. Sodas provided.*

Evaluation Forms

**NEW YORK REGIONAL ASSOCIATION OF GRANTMAKERS  
1995 FALL DIVERSITY INTERNSHIP PROGRAM**  
*Evaluation to be Completed by Intern*

Intern's Name:

College/University:

Host Organization:

Supervisor's Name:

**GENERAL OVERVIEW**

**Overall rating of the Internship program:**

_Recruitment Easy	1	2	3	4	5	Time Consuming
_Interviewing Process Easy	1	2	3	4	5	Time Consuming
_NYRAG Coordinator Helpful	1	2	3	4	5	Not Helpful
_NYRAG Monthly Programs Informative	1	2	3	4	5	Not Informative
_Evaluation Process Easy	1	2	3	4	5	Difficult

**Overall rating of your supervisor:**

_Performance level as supervisor Above	1	2	3	4	5	Below Expectations
_Time supervisor spent teaching <i>new skills</i> to enable you to contribute Much	1	2	3	4	5	Little
_Time spent <i>improving skills</i> to enable you to contribute Much	1	2	2	2	2	Little
_Time spent on exploring career option in the field of philanthropy Much	1	2	3	4	5	Little
_Describe the organization's work environment for you as an individual from an historically under-represented group (African Americans, Latino / as, Asian Americans, Native Americans, lesbians and gay men, and people with disabilities):						

Evaluation Forms

Describe the impact you had being from an historically under-represented group at your host organization. Please include staff members, and mention your specific input on programming or funding decisions and outcomes.

Please describe the degree of diversity reflected in the organization's current staffing pattern:

INTERN EVALUATION

1. How long have you been involved with NYRAG?
2. How did you learn about the Diversity Internship Program?
  - friend
  - school/faculty
  - career services office
  - other (explain):
3. Was the information you received about the internship program clear?
  - Yes                       No
4. Which factors influenced your decision to participate in this program (rate 1 as highest priority)?
 

<input type="checkbox"/> placement of under-represented groups	<input type="checkbox"/> graduate students
<input type="checkbox"/> 10 - 15 hours per week	<input type="checkbox"/> involved issues of diversity
<input type="checkbox"/> recommended by someone at school	<input type="checkbox"/> NYRAG managing program
<input type="checkbox"/> paid stipend	<input type="checkbox"/> other: _____
5. How many job descriptions did you find worth considering? \_\_\_\_\_
6. How time consuming was the placement process?
  - Very                       Somewhat                       Not Very
7. Have you participated in any other internship programs?
  - Yes                       No

Does your school?  Yes  No If so, please list two of them:

over



Evaluation Forms

8. Would you participate in another internship program again?  
 Yes       No

Would you participate in NYRAG's program again?  
 Yes       No

If yes,  same site or  different site

9. Have you recommended this program to others?  
 Yes       No

10. What suggestions could you offer to improve the:

*-Interview and placement process:*

*-Orientation session and materials:*

*-Monthly programs:*

11. Currently, most internships last one semester. Which of the following choices would you prefer:

- full school year (excluding winter and spring breaks)
- full school year (including winter and spring breaks)
- spring and summer break
- one semester; spring or fall

12. Did other members of your supervisor's staff assist you in your supervision?  
 Yes       No      If yes, who:

13. Did you develop a mentoring relationship with anyone at your host organization?  
 Yes       No      If yes, who? \_\_\_\_\_

How did this develop?

14. Did the supervisor assign a specific project to you?  Yes       No  
 Describe:

Evaluation Forms

15. Describe the tasks and functions you performed at the host organization. Be sure to mention your responsibilities and any specific project or initiatives you undertook.
  
16. Did the job description match with the duties you had at your host organization?  
 Yes       No  
 If not, briefly explain how and why it differed:
  
17. Was 10-15 hours per week enough time to complete the work assigned to you?  
 Yes       No
  
18. On average, how many hours a week did you work at the internship?
  
19. Was this time consuming considering your school work and other commitments?  
 Yes       No
  
20. Were the tasks you performed at the internship basically clerical?  
 Yes       No
  
21. Did you feel that you had a good understanding of your supervisor's job by the end of the internship period?       Yes       No
  
22. Was your internship work experience above or below expectation?  
 Above 1    2    3    4    5    Below
  
23. What impact has your internship had on increasing your knowledge about philanthropy?  
 Much 1    2    3    4    5    Little
  
24. Has the internship had a positive impact on your understanding of philanthropy and the role and function of foundations? Please provide any specific examples:
  
25. How will this internship relate to your future career plans? Please specify your present career and educational goals.
  
26. Would you consider a career in philanthropy in the future?       Yes       No
  
27. How much impact did this internship have on your decision?  
 Much 1    2    3    4    5    Little
  
28. **The trick question:** Whom do you feel gained the most from this internship?  
 Intern       Foundation       Supervisor

*Thank you for taking the time to complete this evaluation. Please use the rest of this page and/or back for extra comments and concerns. We hope that this internship was a rewarding and enriching experience for both yourself and your organization.*

Evaluation Forms

**NEW YORK REGIONAL ASSOCIATION OF GRANTMAKERS  
1995 FALL DIVERSITY INTERNSHIP PROGRAM**  
*Evaluation to be Completed by Supervisor*

Supervisor's Name:

Organization:

Intern's Name:

**GENERAL OVERVIEW**

**Overall rating of the internship program:**

_Recruitment Easy	1	2	3	4	5	Time Consuming
_Interviewing Process Easy	1	2	3	4	5	Time Consuming
_NYRAG Coordinator Helpful	1	2	3	4	5	Not Helpful
_Evaluation Process Easy	1	2	3	4	5	Difficult

**Overall rating of your intern:**

_Performance level as intern Above	1	2	3	4	5	Below Expectations
_Time intern spent learning <i>new skills</i> to enable her/him to contribute Much	1	2	3	4	5	Little
_Time intern spent <i>improving skills</i> to enable her/him to contribute Much	1	2	2	2	2	Little

\_Describe your organization's work environment for individuals from historically under-represented groups (African Americans, Latino / as, Asian Americans, Native Americans, Lesbians and Gay men, and people with disabilities):

\_Describe the impact of having an intern from a historically under-represented group on:

-your staff and foundation in general:

-funding decisions:

-you:

Evaluation Forms

Please describe the degree of diversity reflected in your organization's current staff:

**SUPERVISOR EVALUATION**

1. How long have you been involved with NYRAG?
2. How did you learn about the Diversity Internship Program?
  - members mailing
  - another foundation / staff person: Who? \_\_\_\_\_
  - other (explain): \_\_\_\_\_
3. Was the information you received about the internship program a clear description?
  - Yes                       No
4. Which factors influenced your decision to participate in this program (rate 1 as highest priority)?
 

<input type="checkbox"/> placing under-represented groups	<input type="checkbox"/> graduate students
<input type="checkbox"/> 10 - 15 hours per week	<input type="checkbox"/> diversifying philanthropic field
<input type="checkbox"/> diversifying your foundation	<input type="checkbox"/> NYRAG managing program
<input type="checkbox"/> low stipend	<input type="checkbox"/> other: _____
5. How many candidates did you interview for the position? \_\_\_\_\_
6. Has your organization participated in any other internship programs?
7. Would your organization host an intern again?
  - Yes                       No
8. Would you participate in NYRAG's internship program again?
  - Yes                       No
9. Have you recommended this program to others?
  - Yes                       No
10. What suggestions could you offer to improve the program?
11. Currently, most internships last one semester. Which of the following choices would you prefer:
  - full school year (excluding winter and spring breaks)



### Evaluation Forms

- full school year (including winter and spring breaks)
- spring and summer break
- one semester; spring or fall

12. Was it your decision to supervise an intern?  Yes  No  
If no, how was it decided?
13. Did other members of your staff assist in supervising the intern?  Yes  No  
If yes, who?
14. Was the job description given to NYRAG (select as many as apply):
- written specifically for an intern position
  - a condensed version of your responsibilities
  - for a clerical staff position
  - other (explain):
15. Did this job description change one the intern began working?  Yes  No  
If yes, briefly explain how and why it altered:
16. Describe the intern's tasks and duties at your organization (please be specific):
17. How did the intern match up to your expectations in terms of skills and abilities?  
 Exceeded  Met  Fell below
18. Was 10-15 hours per week enough time for your intern to complete assignments?  
 Yes  No
19. Was it time consuming for you to supervise an intern?  Yes  No  
Please explain:
20. Did you develop a mentoring relationship with your intern?  Yes  No  
If yes, what did this entail?
21. **The trick question:** Whom do you feel gained the most from this internship?  
 Intern  Foundation  Supervisor

*Thank you for taking the time to complete this evaluation. Please use the rest of this page and/or back for extra comments and concerns. We hope that this internship was a rewarding and enriching experience for both yourself and your organization.*



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