



2011-2012 APPLICATION

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LEADERSHIP FOUNDATION

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January 5, 2011

Dear Candidate:

Thank you for your interest in the Leadership Foundation Fellows Program. If you have any questions about the program, please write or call the Leadership Foundation headquarters office at:

IWF Leadership Foundation
2120 L Street, NW, Suite 460
Washington, D.C. 20037
U.S.A.
Telephone: (202) 387-1010
Fax: (202) 387-1009
Email: LeadershipFoundation@iwforum.org

We look forward to receiving your application!

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F	E	L	L	O	W	S			

2120 L Street, NW, Suite 460
Washington, DC 20037
(202) 387-1010

ADMISSIONS POLICY

The Leadership Foundation seeks to select a geographically, culturally, ethnically, and professionally diverse group of women who have established themselves in their spheres of interest.

CRITERIA

The Leadership Foundation Fellows Program Selection Committee will choose Fellows using the following guidelines:

- Substantive professional/work experience and significant direct accomplishments.
- Superior intellectual ability, as evidenced by academic history and distinctions, recommendations, and essays.
- Current and potential leadership, indicated by professional, volunteer, and other activities, as well as through recommendations.
- Strength of character, motivation, and commitment to goals.
- Intention to participate fully in all activities and programs of the Leadership Foundation Fellows Program during the Fellowship year, as well as a commitment to the Legacy component of the program.
- Fellows are not recent college graduates or even recent graduates of advanced degree programs. The optimal Fellows candidate will have achieved considerable success in her field, yet would benefit from this program.
- Expectation of at least 10 years of continuing professional activity and leadership contribution following the Fellowship. Candidates are judged, in part, on their ability to leverage and maximize the Fellowship over time.

APPLICATION PROCESS

Submit all required components by **June 1, 2011** to the Leadership Foundation headquarters. Please send applications to 2120 L Street, NW, Suite 460, Washington, DC 20037. An IWF Leadership Foundation representative will contact you for an interview. Final decisions will be sent by mail on August 3, 2011. Tuition is due upon acceptance into the program.

Suggested guidelines for the candidates we seek include:

SECTOR	TITLE	BUDGET OR ANNUAL SALES	COMMENTS
<u>Non-Profit</u>	Executive Director President	> \$2M	8 year record of development, both personal & organizational. Organization should have a clear purpose.
	Vice President	\$5M-\$100M	8 year record of development, both personal & organizational. Organization should have a clear purpose.
<u>Corporate Manufacturing</u>	Director	>\$100M	If candidate has profit & loss responsibility, unit (in terms of sales) for which she is responsible is between \$10M-\$50M.
	Vice President or Deputy Managing Director	>\$10M-\$200M	
<u>Corporate Financial & Other Service</u>	Vice President	>\$250M	If candidate has profit & loss responsibility, unit for which she is responsible is between \$10M and \$200M.
	Senior Vice President Exec. Vice President First Vice President	>\$10M-\$250M	
<u>Academia</u>	Vice President Associate Provost Academic Affairs	Large state/ Public system	
	Dean	Small college/ private college	
<u>Entrepreneurs</u>	President/Owner	>\$2-\$3M	8 year record of development, both personal & organizational.
<u>Government</u>	Director Deputy Director Administrator	>\$50M >\$75M >\$100M	10 year record of professional development. Jurisdiction and scope of responsibility will be considered.

These definitions reflect larger urban center scenarios and may be adjusted for regional considerations.

Suggested guidelines for the candidates we seek include:

SECTOR	TITLE	BUDGET OR ANNUAL SALES	COMMENTS
<u>Law</u>	Associate		Indicators of suitability include: membership in professional societies; demonstrated management responsibility; clear prospects for partnership; law review; moot court; clerkship on Federal or State level; experience in Assistant U.S. District Attorney's office.
<u>Accounting</u>	Partner		Partner for less than 2 years with demonstrated management responsibility. Should have membership in professional societies.
	Manager		Candidate should have demonstrated management responsibilities and clear prospects for partnership. Other indicators include membership in professional societies, significant client responsibilities and/or regional/national responsibilities.
<u>Medicine</u>	Vice President		Managerial/business arm of hospital administration
	Department Chair Deputy Dept. Chair		Chair of medical/surgical department.

Please note that these sectors are provided as indicator of the level of candidate sought. These parameters are not intended to exclude professionals of any kind.

APPLICATION GUIDELINES:

Your application must be typed. IWF's lingua franca is English; therefore the application and recommendation forms must be completed in English. Your application will be considered complete with the timely receipt of the following components:

- Application form, including all essays (**please do not staple your material**)
- Recommendations Forms (**must be submitted with the application**) from:
 1. Most senior person employed in your organization, or owner
 2. Someone you know professionally who is employed outside your organization
 3. Optional: Personal reference from one who represents another sphere of interest, e.g., volunteer organization
- Resume or CV
- Biography
- Signed letter of intent (please see attached)
- Headshot (If accepted into the program, this photo will be used in publicity)
- Proof of citizenship (Photocopy of passport: only the pages that contain your name, place of birth and photo)
- Letter of financial support from your company/organization or from the organization that will provide funding for your fellowship

CATEGORIES OF APPLICANTS:

There are two categories of candidates:

Global Track

U.S. \$26,250

Target Track

U.S. \$10,750

All Fellows Program candidates are judged on the same selection criteria, regardless of category. Women who come from corporations, or other institutions with the ability to fully fund their tuition, apply through the **Global Track**. The **Target Track** is typically used by women from non-profit organizations or regions of the world where \$26,250 is prohibitive. Target Track is one way the Foundation ensures a diverse group of women are served.

LEADERSHIP FOUNDATION FELLOWS APPLICATION

(Must be typed)

1. Name _____
Last First Middle
2. Business Address _____
Street

City State Zip Country
3. Home Address _____
Street

City State Zip Country
4. Telephone *Home* _____ *Office* _____
(Include country and city codes)
5. Fax *Home* _____ *Office* _____
6. E-mail Address _____ 7. Birth date _____
8. Do you prefer that we contact you at work or home? _____
9. Country of Citizenship _____
10. Total years of professional employment _____
11. Current employer _____
12. Title _____
Industry (i.e. academia, financial services, etc) _____
Duties _____
Size of budget _____
13. Employer's address _____

14. Name and Position of immediate supervisor _____

15. Supervisor's Telephone _____ Fax _____

16. Scholastic record:
(If you need additional space, please submit information on an attached sheet of paper.)

Colleges and universities	Dates attended	Degree and year received
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17. List all distinctions, honors, and awards you have received (academic, government, business, volunteer), beginning in college. Please provide a brief explanation of each. If you need additional space, please submit information on an attached sheet of paper.

18. List major extracurricular, civic, or community activities in order of importance to you. Please indicate any offices held or honors, and dates of participation.

19. List any articles, books, and other significant research or academic work you have done. Please explain your role in producing the work. You may submit samples of up to 25 pages. *Samples over 25 pages will not be reviewed.*

20. In accordance with the U.S. Department of Labor's request for ethnic data, we would appreciate applicants supplying the following information. Your compliance is strictly voluntary. To which of the following ethnic groups do you belong:

_____ African-American or Black
_____ Arab, Arab-American
_____ Asian, Asian-American or Pacific Islander
_____ Caucasian
_____ Hispanic
_____ Native-American, Indigenous Canadian, or Native Alaskan
_____ Other

21. Please indicate the category of your application. ☐ Global Track ☐ Target Track

22. Who is providing the financial support for your candidacy? _____

23. How did you learn about the Fellows Program? _____

24. **PERSONALITY TRAITS:**

(Please note: this section will have no bearing on your selection – it will be used for grouping purposes only.)

**How would you rate yourself from 1(less characteristic) to 10(most characteristic) on the following?
You may include a short response if you would like.**

a) Would you characterize yourself as an extrovert? 1 2 3 4 5 6 7 8 9 10

b) Do you make friends easily? 1 2 3 4 5 6 7 8 9 10

c) Would you characterize yourself as compassionate and cooperative? 1 2 3 4 5 6 7 8 9 10

d) Are new experiences of significant importance to you? 1 2 3 4 5 6 7 8 9 10

e) Are you more prone to act spontaneously and by instinct? 1 2 3 4 5 6 7 8 9 10

HEALTH REQUIREMENTS:

(Please note: this section will have no bearing on your selection)

a) Do you suffer any allergies or medical condition that we should be aware of? If so, what are they?

b) Do you have special dietary needs? _____

c) Are you a smoker? (for use in rooming assignments*) Yes_____ No_____

d) Are there any other special needs/circumstances you would like to make us aware of?

*Please note: Fellows are booked into double occupancy rooms during the fellowship year training components, including the Orientation and Training / IWF World Leadership Conference and INSEAD. Sharing rooms is an element of the Fellows Program design that allows participants to better get to know one another.

25. **LETTERS OF RECOMMENDATION:**

No fewer than two, but no more than three, letters of recommendation are required. Please list below the names, positions, and addresses of persons writing a letter of recommendation, as well as their relationship to you. One letter is required of the most senior employee or owner of your place of employment. The second letter should be from a professional peer outside of your organization. The third, optional letter should come from a peer in a volunteer or other organization, or may be a personal reference. If you choose to submit a third letter, please photocopy the attached Recommendation Form #2. **Recommendation forms must be included within your application packet.**

Name _____
Position _____
Address _____
How Acquainted _____

Name _____
Position _____
Address _____
How Acquainted _____

Name _____
Position _____
Address _____
How Acquainted _____

ESSAY QUESTIONS

All essays must be typed on separate paper, with your name and the question number clearly marked at the top of each page. Please number each page of each essay. **Essays should be no longer than two pages, or between 500 and 750 words per answer.** All applicants must answer the following questions.

1. What and/or who have been the most significant influences on who you are today – personally and as a leader?
2. What are your professional goals, and how do you think the Leadership Foundation Fellows Program will promote them? Please include in your answer both short-term and long-term goals, as well as the skills you seek to develop through the program.
3. One of the goals of the Leadership Foundation Fellows Program is to establish a Mentor Culture among women. Each Fellow is matched with an IWF Mentor for part of the program year. How do you see yourself bringing this unique opportunity back to your community and to your professional organization?
4. Describe a volunteer, civic, or community activity that has been particularly meaningful to you and why, and/or recount your most substantial contribution in this area.
5. The Fellows Program is designed to bring women from diverse professions, cultures, races, and nationalities together to maximize the sharing of perspectives and understanding. In addition, women from the public, private, and government sectors are selected for participation. Please comment on how you might contribute to and leverage this opportunity.

L E A D E R S H I P
F O U N D A T I O N
F E L L O W S

2120 L Street, NW
Suite 460
Washington, D.C. 20037
(202) 387-1010
(202) 387-1009 fax

LETTER OF INTENT

I hereby represent that I understand the requirements for successful completion of the Leadership Foundation Fellows Program outlined in the program materials. I hereby declare my commitment to attend all required elements of the Fellowship year, including, but not limited to, Mentor visits, the IWF World Leadership Conference, all in-service training sessions, Orientation, one week of training at the Business School at Harvard University, and 4 days of training at INSEAD - The Business School for the World®. I understand selection for the Fellows Program is competitive. I intend to participate fully in the Fellows Program and at the time of this application, dated below, I am not aware of any reason or conflict that might interrupt or prevent my involvement.

I recognize that Leadership Foundation Fellows may not be IWF members during their Program Year or during the Legacy phase of their Fellowship. I understand that I may not accept, nor may I be invited into membership for one year following the completion of my Fellowship. Non-compliance with this policy will result in immediate dismissal from both organizations.

I also understand that during and upon completion of the Fellowship, I will be contacted by the Leadership Foundation for purposes of research. It is my intention to share the skills and insights I have acquired with women in my community and my profession by making myself available as a mentor.

By signing below, I also certify that I am not related by family or marriage to any member of the International Women's Forum or its affiliates.

Signature

Print name

Date

2120 L Street, NW
Suite 460
Washington, D.C. 20037
(202) 387-1010
(202) 387-1009 fax

(Please type)

Recommender's Name _____
 Title _____
 Signature _____

Organization/Company Address _____

Office Telephone _____ Fax _____

The Leadership Foundation is seeking women of exceptional potential and ability. The Leadership Foundation will appreciate your commenting as thoroughly as possible regarding the candidate, her strengths, her weaknesses, and where you see room for improvement on a professional level.

- 12

- [illegible]

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- This image shows a full page of blank white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page, providing a template for writing or drawing. There are no margins, text, or other markings present.

4. Please remark further on any aspect of the candidate's potential or personal qualities that might not appear elsewhere on the application. The Leadership Foundation is interested in your overall impression of the candidate's suitability for this program, including evidence of her commitment to participate in all functions and components of the Fellows Program. Part of this commitment is the candidate's intention to return to her community and profession as a mentor at the end of the program year.

TO THE APPLICANT'S EMPLOYER:

5. A. The Leadership Foundation requires the Fellow to commit no fewer than 25 days throughout the fellowship year to successfully complete this program. Given that some of these required days will fall on weekends, and that the Fellow and her Mentor may decide to work together for more than the mandatory 5 days, are you willing to allow the Fellow this absence from the workplace?

- B. Would you be willing to complete brief questionnaires during and after the program year for research purposes?

- C. Is your organization providing financial backing for the candidate? _____
If so, please attach a separate letter of support.

6. Please rate the applicant's abilities, attributes, and potential on a scale of 1 (poor) to 5 (superior) in the following areas:

	5 Superior	4 Excellent	3 Good	2 Fair	1 Poor
Leadership					
Authority					
Professional potential					
Writing ability					
Quality of oral expression					
Motivation					
Character					
Commitment to goals					
Professional integrity					
Ability to work with others					
Commitment to civic, community, volunteer activities					
Intellectual ability					
Sense of humor					

L E A D E R S H I P
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(202) 387-1009 fax

RECOMMENDATION FORM #2
To be completed by a professional peer outside of your organization

(Please type)

Applicant's Name _____

Recommender's Name _____
Title _____
Signature _____

Organization/Company Name _____

Organization/Company Address _____

Office Telephone _____ Fax _____

The Leadership Foundation is seeking women of exceptional potential and ability. The Leadership Foundation will appreciate your commenting as thoroughly as possible regarding the candidate, her strengths, her weaknesses and where you see room for improvement on a professional level.

1. How are you acquainted with the candidate? How long have you known her? _____

- [illegible]

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- This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

5. Please rate the applicant's abilities, attributes, and potential on a scale of 1 (poor) to 5 (superior) in the following areas:

	5 Superior	4 Excellent	3 Good	2 Fair	1 Poor
Leadership					
Authority					
Professional potential					
Writing ability					
Quality of oral expression					
Motivation					
Character					
Commitment to goals					
Professional integrity					
Ability to work with others					
Commitment to civic, community, volunteer activities					
Intellectual ability					
Sense of humor					