

CHILDREN AND FAMILY FELLOWSHIP

2025-2027 Application Questions

THE ANNIE E. CASEY FOUNDATION

The Children and Family Fellowship® is the Annie E. Casey Foundation's signature program to develop the potential of leaders in public, nonprofit and philanthropic organizations working to improve outcomes for children, youth and families. The Fellowship explicitly strives to increase the pool of diverse, visionary leaders with the confidence and competence to lead and sustain major system reforms and community change initiatives that benefit large numbers of children, youth and families. To learn more about the Fellowship and application process, visit [the Annie E. Casey Foundation website](#).

The Casey Foundation is using an online platform to collect applications. **Register with SurveyMonkey Apply to use the platform and apply.** This application must be completed and submitted on the SurveyMonkey Apply platform. To be reviewed, applications must be completed and submitted by midnight in your time zone, Friday, Sept. 13, 2024.

PART I: APPLICANT PROFILE

Applications will not be considered complete without this information.

1. Contact Information

First name:

Last name:

Primary position or title:

Current employer:

Work street address:

Work city:

Work state:

Work ZIP:

Preferred phone:

Preferred email address:

2. Please indicate the sector in which you work (choose one):

- Academia
- Nonprofit
- For profit
- Public
- Public/private partnership

3. Please indicate the primary discipline or field in which you work (choose one):

- Advocacy
- Child welfare/social services
- Community development/community organizing
- Early care/child development
- Economic development
- Education
- Health
- Housing/homeless services
- Juvenile justice/criminal justice
- Mental health/substance use disorders
- Philanthropy
- Research/evaluation
- Youth and young adult development
- Other (specify)

4. Name the primary population on whose behalf your or your organization works.

5. Supervisor information. Provide the following information about your immediate supervisor.

Full name:

Title:

Preferred phone:

Email address:

6. How did you hear about the Children and Family Fellowship? Check all that apply.

- Person who nominated me
- Casey alumni Fellow (if different than nominator)
- Casey website
- Email
- Social media (e.g., LinkedIn, Instagram, Facebook)
- Word of mouth (specify): _____
- Other (specify): _____

OPTIONAL QUESTIONS

The Casey Foundation is committed to equity and inclusion and seeks to achieve greater diversity of leaders within the Fellowship. Your responses to the following questions let us know how we are doing in this regard.

7. What race do you consider yourself?

- Asian or Asian American
- Black or African American
- Native American, American Indian or Alaska Native
- Native Hawaiian or other Pacific Islander
- White
- Two or more races
- Other

- If you selected *Asian American*, *Two or more races* or *Other*, please specify here _____
- Prefer not to answer

8. Do you consider yourself to be of Hispanic, Latino or Spanish origin or descent? This group includes people of Cuban, Mexican, Puerto Rican, Central and South American and any other Spanish background.

- No
- Yes, Cuban or Cuban American
- Yes, Mexican or Mexican American
- Yes, Puerto Rican
- Yes, other (specify) _____
- Prefer not to answer

9. Gender: Which most accurately describes you?

- Female
- Male
- Nonbinary
- Prefer to self-describe
- Prefer not to answer

10. Please share your pronouns:

11. Is there other demographic or identity information you would like us to know? If yes, what would you like us to know?

PART II: APPLICANT ENDORSEMENT

If you are unable to attest to each of the following requirements and acknowledgements, your application will not be reviewed.

12A. I have 10 years or more professional experience supporting the well-being of children and families (excluding volunteer time and unpaid internships).

12B. I am, or have recently been, in a position with significant management responsibility and associated authority (e.g., program managers, deputies, department heads, directors, executives).

12C. I have work experience in roles of increasing responsibility and authority.

12D. I will not be involved in another fellowship program during the Casey Fellowship period, April 2025 through March 2027.

12E. I will not seek public office during the Children and Family Fellowship period, April 2025 through March 2027.

12F. I am not an immediate family member of a Casey Foundation trustee or senior leader.

12G. I understand that I cannot apply to positions or be hired by the Foundation during the Children and Family Fellowship period, April 2025 through March 2027.

12H. I understand that my application will be reviewed by the Children and Family Fellowship Selection Committee and that if selected as a finalist, I must attend interviews on February 25, 26 and 27, 2025..

12I. I give my permission for the application to be shared and copied for selection purposes.

12J. If selected, I agree to participate in all activities planned for the program, including but not limited to personal leadership work, an individual results-focused project, a series of seminars, site visits, coaching sessions and supplemental learning activities consistent with my individual personal leadership development plan.

12K. I understand there is a personal leadership component and the experiences in the Fellowship are of confidential nature.

12L. I have reviewed all of the Fellowship requirements with my supervisor and have the support of my organization to participate fully in the Fellowship. Finalists and their supervisors will be asked to sign a form agreeing to Fellowship expectations.

13. Did you answer affirmatively to all of the above questions (12A–12L)?

- If you answer "Yes" and submit this application, you are accepting the conditions outlined above.
- If you answer "No," you are not eligible for the Fellowship and your application will not be reviewed.

PART III: APPLICANT EXPERIENCE AND CAPACITY

Your answers to the following questions will help the selection committee learn about you and understand how you would benefit from the experience. Please adhere to word limits. Please be clear and specific. Provide examples, when possible.

PROFESSIONAL EXPERIENCE AND DEVELOPMENT (14–16)

The Children and Family Fellowship Program offers substantial benefits to the Fellow and to his or her organization. It is helpful to understand your role, as well as your interests over time.

14. Please describe your employing organization, its mission, the population(s) it serves, the results it seeks and your role in it. Include the scope, scale and reach of your work, such as the number of individuals or families served or the number of people in your target population. [Limit: 200 words]

15. Why are you applying for the Children and Family Fellowship? What do you hope to gain? [Limit: 200 words]

16. What is your passion and how are you channeling it right now? How do you envision pursuing your passion in three to five years? Where do you ultimately envision yourself being able to make the most difference on behalf of children, youth and families who face significant obstacles to well-being? [Limit: 300 words]

READINESS FOR THE FELLOWSHIP EXPERIENCE (QUESTIONS 17 AND 18)

The Fellowship is designed for professionals with the passion and drive to create brighter futures for families and their children. The Fellowship is an intensive, interactive experience. Fellows are expected to attend all seminars and be fully present mentally, emotionally and physically. Fellows apply what they have learned between seminars in their work and organizations back home to gain the most from the experience, all while simultaneously keeping up with career and personal commitments.

17. The demands of the Fellowship — time, preparatory work and the application of knowledge and skills in real time — are significant. Moreover, results leaders have to engage and manage stressful and demanding environments, both professionally and personally. Within the context of challenging work, how do you think about well-being? How do you take care of and sustain yourself in order to persist in the work? What interests do you have outside of work? [Limit: 300 words]

18. The Fellowship is fast paced, has long seminar hours and requires mental and emotional stamina. Past Fellows have had to learn how to adapt to these challenges. How do you know you are ready for this experience? How will you prepare yourself, family and others to ensure successful participation in the Fellowship? What would you need to do to manage competing commitments that may arise during the Fellowship term, allowing you to fully participate in the program? [Limit: 300 words]

RESULTS COUNT® SKILLS AND COMPETENCIES

The Fellowship is focused on accelerating one's ability to achieve measurable results on behalf of children and families, particularly results that increase equity and opportunities. The questions below help us to gain insights about how you lead for equitable results.

REFLECTIVE CAPACITY (QUESTION 19 AND 20)

19. What does being “a learner” mean to you? In what ways do you think of yourself as a learner? Share a story of when you intentionally tried to learn something? What happened? [Limit: 300 words]

20. Describe a situation in which you had a professional leadership role and were unsuccessful. In your response, consider the following questions: What were you trying to accomplish? Who else was involved? What factors contributed to your lack of success? Provide two hypotheses why this effort was unsuccessful and how you contributed to its lack of success. How have you applied the lessons from this experience in your current leadership role? [Limit: 500 words]

SELF AS INSTRUMENT: PERSON, ROLE AND SYSTEM (QUESTION 21 AND 22)

21. Tell a story about your family or background that informs your work or leadership. [Limit: 400 words]

22. How would you describe your orientation to risk-taking in your work? What is the biggest risk you have taken as a leader? What happened? What did you learn from this experience? [Limit: 300 words]

RESULTS ACCOUNTABILITY (QUESTIONS 23–25)

23. Provide an example where you made a measurable difference or were able to impact or facilitate system transformation in your work (such as a disparity you were trying to close, a measure of well-being you were trying to improve, or a systems change you were trying to effect). What was your contribution to this work? How did you know a measurable difference was achieved? [Limit: 300 words]

24. Recognizing today's context and the broad array of data (e.g., quantitative, qualitative, personal experience, AI), describe the primary data you use and how that information contributes to achieving better outcomes for children and families. Provide an example of a ways you use data to drive your work. [Limit: 300 words]

25. Identify the three to five individuals, organizations or partners in your sector or wider universe that are critical to your results. Briefly describe the role they play, their contributions to the results and how you use your role to engage and partner or collaborate with them? [Limit: 500 words]

EQUITABLE OPPORTUNITIES (QUESTION 26)

26. What aspects of racial and ethnic equity and inclusion are important to you and why? How do you hold or think about your identity in terms of race and ethnicity in the context of your leadership and within your organization? Provide an example of your leadership that focuses on working to achieve equitable outcomes. [Limit: 300 words]

AUTHORITY (QUESTIONS 27 AND 28)

27. Authority in groups, organizations and systems can be both formal and informal. Provide an example of a time when you used both your formal and informal authority. What was at stake in this scenario? What was the hardest thing about that? What was the best thing about that experience? [Limit: 300 words]

28. A primary aspect of the Fellowship centers on Fellows achieving equitable results in their current role during the Fellowship term. Please speak to the formal and informal authority that you have within your organization or system right now to effect change, influence others inside and outside your organization and/or lead a results-driven body of work. [Limit: 300 words]

ADAPTIVE LEADERSHIP (QUESTIONS 29 AND 30)

29. Results leaders often must deal with the unknown, ambiguity and the limits of their competence. Please briefly describe a specific adaptive challenge or dilemma (current or recent) that you had to address and talk about yourself in the context of that dilemma. In your response, consider the following questions: What role did you play in the challenge? How did you respond? In what ways did you “contribute to the mess”? [Limit: 200 words]

30. Describe the top three challenges you face as a leader in trying to achieve your results. These could be organizational or systemic challenges (e.g., broader power structures, policies, structural barriers). [Limit: 500 words]

OPPORTUNITY FOR INNOVATION, ACCELERATION AND INFLUENCE (QUESTIONS 31 AND 32)

Throughout this application, we have asked you to reflect on your results and the challenges and opportunities related to achieving them. One unique aspect of the 2025-27 Fellowship experience will be the overlay of an overarching result important to the Casey Foundation: All youth ages 14-24 have the family connections, relationships, communities and educational and employment opportunities necessary for their well-being and success so they can thrive by 25. Fellows are asked to connect their work to this result (either directly or indirectly) and will work to strengthen their contribution to this result during the Fellowship term.

31. Describe the population(s) with whom you work and two results (conditions of well-being that you seek to improve or system changes you seek to effect) you might focus on during the Fellowship. Is this new work or existing work for you and your organization? Feel free to engage your leadership team in your home organization or system in developing your response. We recognize that your work may possibly be indirectly related to the Casey population-level result named above. If so, please explain the connection that you see from your results work to a contribution to this result. [Limit: 300 words]

32. There is an expectation that Fellows will apply the tools and skills from the Fellowship in their organizations and systems to advance their results. How do you envision bringing back tools and resources gained from the Fellowship to your team or organization to advance this work? How prepared is your organization to be a partner with you during the Fellowship and to be receptive to what you learn from the Fellowship? [Limit: 200 words]

PART IV: PROFESSIONAL REFERENCES

Identify four individuals whom you believe have the experience to judge your skills, interest and ability as a leader of change on behalf of children and families. Please include names of people you have supervised, those who have supervised you and a peer. Note: references will not be contacted until the finalist stage of the selection process.

33A. Reference One: Contact Information

Name:

Position or title:

Organization:

Preferred phone number:

Email address:

33B. Reference One: Relationship To You

- Superior to me
- Peer
- Subordinate to me

34A. Reference Two: Contact Information

Name:

Position or title:

Organization:

Preferred phone number:

Email address:

34B. Reference Two: Relationship To You

- Superior to me
- Peer
- Subordinate to me

35A. Reference Three: Contact Information

Name:

Position or title:

Organization:

Preferred phone number:

Email address:

35B. Reference Three: Relationship To You

- Superior to me
- Peer
- Subordinate to me

36A. Reference Four: Contact Information

Name:

Position or title:

Organization:

Preferred phone number:

Email address:

36B. Reference Four: Relationship To You

- Superior to me
- Peer
- Subordinate to me

PART V: FILE UPLOADS

37. Please upload a current version of your resume (.pdf preferred).
38. Please upload your employer's organizational chart (.pdf preferred).

THERE IS ONE MORE STEP: SUBMIT YOUR APPLICATION

Once you have finished your application, please hit the "mark as complete" button. Then you must take an additional step to submit your application. When you submit, the registered user will receive a confirmation email. Emails sent by this application portal are from **noreply@mail.smapply.net** and not a Casey Foundation email.

If you do not receive a confirmation, your application is not properly submitted and will not be considered for the Fellowship. Katie Norris at Knorris@aecf.org can help you troubleshoot.