

Merrimack College

## Merrimack ScholarWorks

---

Community Engagement Student Work

Education Student Work

---

Spring 2022

### Mapping the Road Ahead - Charting A Passion Filled Next Chapter

Jennifer Cordes

Follow this and additional works at: [https://scholarworks.merrimack.edu/soe\\_student\\_ce](https://scholarworks.merrimack.edu/soe_student_ce)



Part of the [Civic and Community Engagement Commons](#), and the [Community-Based Learning Commons](#)

---

**Mapping the Road Ahead - Charting A Passion Filled Next Chapter**

Jennifer Cordes

Winston School of Education and Social Policy, Merrimack College

2022

MERRIMACK COLLEGE

CAPSTONE PAPER SIGNATURE PAGE

CAPSTONE SUBMITTED IN PARTIAL FULFILLMENT  
OF THE REQUIREMENTS FOR THE DEGREE

MASTER OF EDUCATION

IN

COMMUNITY ENGAGEMENT

CAPSTONE TITLE: Mapping the Road Ahead - Charting A Passion Filled Next Chapter

AUTHOR: Jennifer Cordes

THE CAPSTONE PAPER HAS BEEN ACCEPTED BY THE COMMUNITY ENGAGEMENT PROGRAM IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF EDUCATION IN COMMUNITY ENGAGEMENT.

Audrey Falk, Ed.D.  
DIRECTOR, COMMUNITY  
ENGAGEMENT

*Audrey Falk*  
SIGNATURE

April 18, 2022  
DATE

Melissa Nemon, Ph.D.  
INSTRUCTOR, CAPSTONE  
COURSE

*Melissa Nemon*  
SIGNATURE

April 18, 2022  
DATE

### **Acknowledgements**

Thank you to Dr. Melissa Nemon for her advice, support, and encouragement. Her patience, sense of humor and guidance were invaluable in this process. Thank you to Dr. Audrey Falk and my advisor Dr. Jolan Rivera for helping me chart my course at Merrimack. Professor Gerardo Zayas and Sarah Mackler's insights and assistance were instrumental in shaping my capstone project. Thank you to my husband, Mark, and daughters, Ellie and Brooke, for loving me and supporting my "later in life" educational pursuits. I'm blessed with numerous friends who've supported me with enthusiasm and love. I'm thankful to the human resource experts that participated in my capstone project and generously offered their time and advice. Finally, I'm thankful for the Merrimack community. My classmates and professors shared their knowledge and perspective igniting in me a desire for continued learning and social justice work in my community.

### **Abstract**

Mature adults are reimagining retirement, seeking encore careers filled with passion and mission. Simultaneously, nonprofits are struggling to attract and retain talent while battling large scale social issues. Our country faces a social justice opportunity to make positive change in our communities by guiding encore career individuals into the social sector. This capstone project creates a toolkit filled with skills and assessments to uncover transferable skills individuals can utilize in their next career. The toolkit was created on a Google Me platform and reviewed by five human resource professionals to assess its utility when mapping an individual's next chapter. The interviewees gave feedback that was categorized into positive comments, concerns, opportunities for enhancement and avenues for implementation. This feedback led to ideas for maximizing the toolkit utility for mature talent. This project highlights the social justice issues of talent deficiency in the social sector and how these encore career individuals may provide an answer to this talent gap. Further studies should take this toolkit into the community to garner insights from those it's designed to help. Further study must also look at how to educate human resource professionals to unlock skills and gifts from this untapped encore career talent pool.

**Table of Contents**

<b>Acknowledgements .....</b>	<b>3</b>
<b>Abstract.....</b>	<b>4</b>
<b>Literature Review .....</b>	<b>9</b>
Situation Statement .....	21
Define Your Goals .....	22
Target Audience.....	22
Crafting a Clear Message.....	23
Identify Key Elements of the Curriculum.....	24
Responsibilities Chart .....	24
Curriculum Review Plan.....	25
Implementation Timeline.....	25
<b>Methodology .....</b>	<b>25</b>
Participants.....	26
Materials .....	27
Procedure .....	27
<b>Results .....</b>	<b>28</b>
<b>Discussion.....</b>	<b>31</b>
Limitations of the Project.....	36
Implications for Future Projects.....	37

**References ..... 39**

**Appendix A: Online Tool Pages..... 42**

**Appendix B: Interview Protocol ..... 44**

### **Mapping the Road Ahead - Charting A Passion Filled Next Chapter**

Nonprofits working to tackle large scale social issues may benefit from adults entering second careers. Life expectancy is increasing and the historical view of retirement as a finish line to the golden years is being reimagined. Today men and women are finding that this time in life, age 40s through 70s, provides an opportunity to shift to a new career that capitalizes on their unique gifts and talents to help solve social issues. Their retirement has opened up an opportunity to travel down a new road filled with mission and purpose which may result in meaningful contributions to nonprofits tackling large scale social issues.

Between 5.3 million and 8.4 million Americans ages 44 to 70 have already launched “encore careers,” positions that combine income with personal meaning and social good, according to a 2008 survey commissioned by the MetLife Foundation and Civic Ventures, a San Francisco-based think tank. “Very few people start a career in retirement purely for the money,” says Marc Freedman (Hannon, 2009, p.78). Kerry Hannon is a reporter and author focusing on encore careers who works as an AARP Jobs Expert. Her work and area of focus exemplifies this growing population and their desire to plan and begin to chart their course for the next chapter.

The second aspect of this opportunity involves the nonprofits themselves. There is an opportunity to identify nonprofits that are struggling to retain and recruit talented workers and link them with a talent pool that is educated and capable to enter this second career and make an immediate impact. The intersection of a talented workforce connecting with the demands of social issues through the nonprofits working to solve them may be a win-win-win for the individual, the nonprofit and society.

“The idea of an encore career dates to 1997, when a San Francisco-based nonprofit called Civic Ventures (since renamed Encore.org) introduced the notion. The 2014 Civic Ventures



Encore Career Study found that among respondents interested in an encore career, most wanted to find a new type of role instead of continuing in their current one. Those interested in encore careers also wanted to ideally work 11 to 30 hours a week; few (5 percent) wanted to stick with a traditional 40-hour-a-week schedule” (Abrahms, 2016, para. 3). These mature and skilled workers are now making decisions for their next chapter largely based on passion for causes, schedule flexibility and a desire to realize change for their lives and those in their community. This is an opportunity for nonprofits to attract and retain talent with less of a concern for career development.

Pallotta (2013) and Stahl (2013) both outline that we as a society are skewed in our view of talent and the workforce we employ to tackle social issues of huge scale in the nonprofit world. There is a misguided view that social issues must be tackled with minimal investment in pay or development for those seeking to work in the industry. Stahl conducted a meta-analysis that highlights the current state of investment in recruitment and training to be less than 2%. The Talent Philanthropy Framework is an intentional philanthropic investment in grantee and nonprofit talent in order to increase performance and impact. Approaching the nonprofit arena through this lens takes into account the generational and demographic change, a bottleneck in nonprofit careers, the war for talent, and the increasing rate at which talent moves in the nonprofit labor market (Stahl, 2013). This pool of people may be able to address issues like the long-term divestment in nonprofit talent and chronically broken talent-support systems which ultimately have a negative impact on the success of the organization to make a long-range impact on the social issues they seek to support. Pallotta (2013) outlines in his TED Talk that how we think about nonprofits is upside down - wanting to seek major changes on a shoestring budget. This lack of investment in people ultimately reduces a nonprofit organization's ability to enact

real social change (Pallotta, 2013). The mature talent pool mapping a new career comes to these nonprofits with an arsenal of skill and talent that they are ready to put to work. The nonprofits may mitigate their budget and recruitment issues by tapping into this workforce of skilled, passionate people looking to make a difference in social issues they care about.

The challenge is how to align the mature talent pool with the nonprofits? People moving to a next career are often reluctant to take the next step as they are unsure of how their skills and talents translate to answering needs in the community. Thus, the purpose of this project will be to create a toolkit that human resource professionals can utilize to help people embarking on an encore career. The toolkit will contain three segments that help the individual assess their current location with respect to their skills and talents, chart their destination by pinpointing their passions and mission for work and finally create a road map outlining how to communicate those skills to potential employers. The Talent Philanthropy Framework is a lens that will be utilized to capitalize on the intersection of the nonprofit needs with a unique pool of capable and talented people.

### **Literature Review**

The life expectancy of Americans has increased. This is impacting healthcare systems, social systems, housing systems, and employment systems. Waggenspack (2020) highlights in his TED Talk that people are living longer, there are often 30 years of time to be filled and not all people want to depart, remove and withdraw which was the original definition surrounding retirement. Kerry Hannon is a reporter and author focusing on encore careers who works as an AARP Jobs Expert and she highlights in an article for Women's Prime website (2016):

Nearly three of every five working retirees see retirement as a chance to shift gears into a different line of work, according to a 2014 study by Merrill Lynch. Thirty-seven percent

of those surveyed take steps toward that goal in the five years before retirement. That figure, the study notes, rises to 54% when retirement is only two years away. This re-engagement, or second career, usually occurs after a brief hiatus immediately post-retirement but, once started, lasts about nine years (Prime Women, 2016, para.1).

There is an opportunity to capitalize on this population of skilled, mature adults who are looking for encore careers in the social sector.

When exploring employment data, there is often a focus on the new entrants to the labor force, those aged 16 to 24; and those who are retiring from the workforce, those aged 65 and older. Yet, very little focus is placed on the piece of the workforce that experiences the most transition – the midlife workforce, those aged 45 to 60 who may have already had 20 years in a career and are looking to transition into new or different careers rather than retirement.

Gullette highlights how getting rid of midlife workers is a trend that has been worsening for 30 years (Gullette, 2018). This trend of depleting the workforce of the mature population leaves older workers looking at a large expanse of time with trepidation and uncertainty. The question of “what is next” resonates with many in the 50 to 75 year old age group. The antiquated idea of retirement being a departure from the workforce in order to rest and relax is being reimagined. Abraham’s (2016) highlights in her AARP article the following:

For many Americans, retirement barely exists anymore. Instead of leaving work behind after age 65, they're diving back in, often trying out a new career or volunteer opportunities. These encore careers can include full-time work in the nonprofit sector, part-time schedules in a new field or even starting a business (para. 1).

Reeb’s (2015) TED Talk highlighted that the second half of life should be lived with intentionality and purpose. The more common verbs associated with retirement are to withdraw,

depart or remove. Reeb challenges us as a society to not squander this talent but lean into it by reimagining retirement. He calls on the mature population to be clear with goals and purpose, call on their strengths, break free of obligations and barriers to follow passions and get going with a plan and purpose (Reeb, 2015). It is exciting to take this time as not just an ending but a bridge to a new chapter in life that is filled with purpose, passion and intention by reimagining retirement and purposefully planning for it.

Leider and Webber's book, *Life Reimagined* (2013), outlines how at any point in life embracing the three Cs: Courage, Curiosity and Change, opens up opportunities to embrace gifts and skills by putting them to use in life for the next chapter. Standing at the intersection of what was, be it a successful career or raising children, and what is next provides an opportunity to chart a course for change. This mapping for change, from typical retirement to one reimagined, requires the travelers on this road have a map to help them chart their course. Taking an introspective analysis as well as being armed with a forward-thinking plan ensures the mature population can proceed intentionally to fight and work for causes they feel passionate about and enact social change in their lives and the lives of the community at large.

### ***Mapping the Next Chapter***

Waggenpack (2020) talked about the word the Japanese use to describe retirement, *ikigai*, which translates as "the reason you wake up in the morning." Finding that deeper meaning and connecting it with needs in the community may help identify the road to travel when mapping a future plan. Dendinger and Adams' (2005) quantitative study highlights that as the Baby Boomers approach retirement age, many intend on opting for bridge employment rather than withdrawing completely from the workforce. Research on bridge employment is limited and, unfortunately, there are even fewer studies that have adequately addressed the relationship

between reasons for working and attitudes of bridge employment. Post retirement is individualized but often the next move incorporates pay, passion and purpose. The first element, pay, encompasses those that may need to work or want to so that they can add to their financial surety and security. The second element, passion, ensures that individuals are living life with something important to them and this ties to the third element which is providing a purpose by serving the greater good in community (Waggenpack, 2020). Many are using their retirement years to pursue a purpose, a passion, or a dream. They want to be engaged intellectually, give back, and find meaning in their own lives in a way they couldn't during their full-time career days.

### ***Factors and Frameworks for Consideration in Mapping***

The social cognitive career theory (SCCT) framework emphasizes the means by which individuals exercise personal agency in the career development process, as well as extra-personal factors that enhance or constrain agency. Lent (2013) outlines the SCCT as a framework that can be extended and used to look at bridge employment for mature adults interested in working in nonprofits. SCCT examines how a person looks at variables that influence their decision making related to career decisions. The 2013 study by Lent et al. took the original framework of SCCT and extended it. Earlier SCCT models focused on career choices but less on the underlying processes for getting to the career through job exploration and career counseling. This new framework can be utilized as a lens for the process of career decision making focusing on the operation of self-efficacy, outcome expectations, goals, supports and barriers. Pinpointing the intersection of where an individual is based on known skill set coupled with what they aspire to do ensure that the road ahead is “mapped” in a way that breeds confidence and surety to take the next steps toward charting a course for change in their lives and the community at large. Based

on these uncovered variables coupled with a clear concise outline of an individual's unique values and strengths uncovered through their mapping process will embolden the mature population to add value and meaning to their next chapter.

The VIA Character Strengths Assessment is a critical tool in the new chapter to fight for diversity, equity and inclusion. Each individual has a unique set of strengths and skills to leverage when seeking to make change (VIA Institute on Character, 2021). The VIA Character Strengths are rooted in social justice and seek to help others uncover their talents that they must own and use to bring to the world. Ruth Pearce states eloquently, “honoring character strengths is one step towards supporting a more impartial society (justice); putting no one ahead of or behind another (equity); celebrating perspectives (diversity); and fostering a sense of belonging (inclusion)” (Pearce, 2021, para.5). Taking this survey as part of a first step activity in one’s toolbox will open the eyes of a mature adult to be introspective as a means to pinpointing the right next move for them and their career.

### ***Nonprofits Talent Challenge and Opportunity***

Nonprofits came into the forefront in the 1980s as a powerful entity to tackle social issues on a large scale. Nonprofits work to overcome social issues like hunger, homelessness and countless injustices that demand their tireless work and efforts. Worth states that, “In 2016, nonprofits employed 12.3 million people, over 10 percent of the private workforce in the United States” (Worth, 2021, p.26). Much of the nonprofit world works by seeking government and foundation backed grants that help subsidize their efforts and work. Unfortunately, the grants and monies secured do not offer the extended timeline to bring an organization and its people up to scale. Time and investment for the future is a luxury not often afforded to the nonprofit world as they instead look for measurable results and quick changes (Worth, 2021). These demands create

a challenge for nonprofits and the people that work within them as doing more with less is the old adage that many organizations abide by when tackling these wide sweeping changes. The Foundation Center's research department found that "during 1992-2011, the annual average total support for nonprofit talent was 1.24 percent of grant dollars" (Stahl, 2013, p.35). We are left to wonder what is lost by the lack of investment in the workforce with an inability to attract and retain the very people who may make a difference in the field. The nonprofits could work around the staffing obstacle of not paying or investing in career development for its employees by leveraging the skills and talents of the mature population to make a more immediate impact on the organization and its outcomes. These mature workers could enter with knowledge - be it a background in law, accounting, management and other varied specialties - that makes them immediately useful as well as provide the steady hand and mentorship missing in the nonprofit work environment.

Working for nonprofits battling social causes may take various forms from work on boards, to leveraging business acumen in the organization, or boots on the ground in the community being served. Work may be paid or volunteer. Manetti (2015) conducted a study to look at the measurement and representation of volunteer work as an input and output of an organization's activities and impact. He shares that a volunteer's feelings of adding value and being valued at an organization had a direct correlation to their longevity and commitment to the job. Clearly there are no widely accepted guidelines and procedures for considering volunteer value and cost to nonprofit organizations but finding a mature workforce at a high readiness level to be present and add value appears to be a win-win-win for the individual, the organization, and the communities they serve.

Potential for the nonprofit can be realized by infusing talent and expertise from the mature workforce that encompass a broad range of skill sets combined with a passion and motivation to engage in meaningful work. Finding and maintaining talent is a challenge that nonprofits face as they are often unable to pay high wages and provide career development and mobility due to grant and funding demands to maximize results immediately. Pallotta (2015) points out in his TED Talk that to make money you need to spend money in the organization, its workforce, and the cause by planting seed money that may take years to grow. The high-quality expertise of a reimagined workforce of mature, skilled workers could be the answer to this conundrum. These reimagined, mature workers are looking to take on social issues and impact change while bringing their passion and skills to the nonprofits. The issue of training and high paying jobs is not the need or motivation for many in this age bracket and therefore the restrictions faced when seeking top talent by nonprofits could be mitigated by actively seeking out this talent pool. This may be a solution to the talent deficit when battling social issues on a large scale

### *A New Lens to View the Nonprofit Sector*

Stahl and others are beginning to look at the fact that an investment in talent has a direct correlation to successful outcomes for a nonprofit. Stahl (2013) states that:

People are an important asset driving performance, impact, innovation and sustainability in the social sector. Yet funders generally do not invest heavily in grantee and nonprofit talent. This has yielded chronically weak recruitment, retention, and retirement in the sector, and current trends are ratcheting up the urgency of the situation. Talent philanthropy, intentional philanthropic investment in grantee and nonprofit talent in order to increase performance and impact offers a lens through which funders can address the



nonprofit talent challenge and enhance the performance of their grantees and therefore improve their own performance (p.47).

This new approach is an important step as nonprofits are continuing to raise the consciousness of the world about the talent challenge. This must be approached with the funders but can also be approached directly with the nonprofits themselves and the untapped potential of skilled workers in middle age embarking on second careers.

Approaching the nonprofit arena through the lens of the Talent Philanthropy Framework takes into account the generational and demographic change, a bottleneck in nonprofit careers, the war for talent, and the increasing rate at which talent moves in the nonprofit labor market (Stahl, 2013). The Talent Philanthropy Framework seeks to empower nonprofits to strengthen the talent and resources they possess to impact change in the social sector by influencing how philanthropic dollars are spent. Currently grant and philanthropic dollars are monitored and restricted to be used for specific social issues with very little investment for hiring and maintaining top talent within the nonprofit. The Talent Philanthropy framework is a unique lens to consider when looking at the middle aged second career population. The Talent Philanthropy Framework outlined by Stahl is “an intentional philanthropic investment in grantee and nonprofit talent in order to increase performance and impact” (Stahl, 2013, p.40).

This pool of mature workers whose talents are ripe for the picking, may be the people able to address issues like the long-term divestment in nonprofit talent and chronically broken talent-support systems which ultimately have a negative impact on the success of the organization to make a long-range impact on the social issues many nonprofits seek to support (Stahl, 2013). There are a substantial number of mature adults who could be joining an organization and are not looking for advancement, career development or high paying jobs. Their

encore careers aren't hindered by the lack of training and education opportunities provided by many organizations. The lack of resources to buoy the careers of the workers fighting these social wars on a large scale are a challenge that may be mitigated by a population of talented individuals who have different career needs from an organization. Pay and training for this population may be less important than job flexibility and mentorship opportunities in a workplace that is enacting meaningful change.

### ***Recruitment, Retention and Leadership for Mature Workers***

There has been a lot of talk about boomers retiring from business and forming “encore careers” in nonprofits. Yet, until recently, there was no discussion of how to enable meaningful encore experiences for those departing from nonprofits. This discussion of recruitment, retention, and retirement indicates the weakness of human capital systems across the social sector. While these dilemmas are experienced as personal, they impact the organization as a whole and the people they seek to serve (Kunreuther et al., 2012; Stahl, 2013). The funding challenges and regulation coupled with the people resource challenges provide an opportunity for nonprofits to approach human capital investment in a new way. This structure has been in place for some time and will not change overnight but the influx of this skilled labor pool may augment the organization's needs.

Competition for talent and the speed at which talent moves continue to increase. Organizations have become less committed to their people and jobs have become less stable; younger workers have responded with a diminished commitment to employers. The rise of social entrepreneurship sees more talented leaders launching new efforts rather than contributing to established institutions. As both government and business appeal to those seeking to make a social impact, the war for nonprofit talent creeps across the public, private, and social sectors

(Stahl, 2013). Hannon's (2009) interview with reimagined retirees who are adding value in real time gives us insight into what could be done on a larger scale for the nonprofit sector. Hannon highlights, "There's demand for retirees who want to use their expertise to make a difference.

Nonprofit organizations are likely to confront a "leadership deficit" of more than 600,000 senior managers in the next decade, according to Bridgespan Group, a nonprofit that advises foundations and nonprofits" (Hannon, 2009, p. 79). There may be an opportunity to fill the deficit in talent in the nonprofit world with an able-bodied workforce, the mature talent pool, which is largely ignored. The nonprofits have an opportunity to not just readjust how recruitment and talent is funded but actually readjust how nonprofits employ said talent by targeting these reimagined retirees.

### *A Movement Afoot and Ensuring Success*

Retirement reimagined is happening; the population is aging, and they are planning their next chapter. We have an opportunity to provide a methodical step by step approach or road map for change to this growing group of people. Hannon (2009) states that:

Many of these retirees--if you can call them that--are working as apprentices or volunteers who receive no pay or minimal compensation. According to a poll by Princeton Survey Research Associates, half of Americans ages 50 to 70 want to find work that has a social impact after their primary career ends. Between 5.3 million and 8.4 million Americans ages 44 to 70 have already launched "encore careers," positions that combine income with personal meaning and social good. Hannon interviewed Marc Freedman who is the founder and chief executive of Civic Ventures and author of *Encore: Finding Work That Matters in the Second Half of Life* who highlights that when talking about reimagined retirees he finds, they're swapping money for meaning. The old

retirement dream was freedom from work. The new, purpose-focused dream is the freedom to work (p. 78-79).

The need is there for the individual, the nonprofits and the people they serve in the community to harness the talent out there and provide a well-lit road ahead that outlines how to map for change in your own life while making change in the world.

Understanding the motivations and wants for the mature talent pool will ensure that their career move is a good fit for their wants and needs in a next career. Dendinger and Adam's (2005) study examined the relationships between Mor-Barak's (1995) four reasons for work: social, personal, financial, and generative; and three attitudinal responses to bridge employment: job satisfaction, retirement attitude, and occupational self-efficacy. The attitudinal outcomes were looked at in connection to job satisfaction, attitude toward retirement and occupational self-efficacy. This study uncovered that generativity, which allows an older employee to show concern for and commitment to future generations by passing on their skills and abilities, has many positive outcomes on older people and their engagement in work after retirement. The understanding that generativity is an important factor contributing to the mature population seeking bridge employment should be capitalized on by the nonprofit world.

The findings surrounding generativity are an important consideration for nonprofits who are seeking to create a beneficial work environment. The infusion of these new employees could provide mentorship and training opportunities as they can impart their wisdom and learnings to a new generation of workers. Additionally, it has been noted that older workers tend to be less absent, have lower incidents of accidents, have less turnover than younger workers, and tend to be more committed to the organization (Kart, 1994). Thus, they may be especially well suited for positions that allow them to model these characteristics to younger workers (Dendinger &

Adams, 2005). The pool of potential employees who provide a stable and dependable work environment demand that the Nonprofits look at this untapped mature market as a means to quieting their workforce issues.

McBey's (2019) study adds to the unearthing of meaning and purpose when placing a volunteer in a nonprofit organization. He states:

Given the need to maintain adequate levels of volunteerism, it is of critical importance for volunteering organizations to understand how to retain their volunteers for the long-term, particularly because volunteer turnover can be very costly in terms of decreased organizational morale, recruitment and training, and decreased ability to effectively serve the public. The authors' study serves to underscore the fact that those organizations need to be mindful that volunteers need to perceive adequate organizational support and feel the opportunity for self-expression if those volunteers are to remain committed. (p. 993)

The nonprofit world has a chance to put seasoned and talented role models and mentors in the field working for causes they are passionate about while also providing a relationship of mentoring and camaraderie between newer employees.

### ***Current Project***

This capstone creates a toolkit for human resource and talent professionals to utilize with individuals embarking on an encore career. This toolkit will be a resource to aid individuals who are looking to find meaningful and impactful work that utilizes their individual gifts and talents in the social sector. The toolkit will be on a google me platform and will encompass three main areas of focus: location, destination and roadmap. The location section will be an interactive page full of assessments, videos and self-reflections. This introspective section will enable individuals to pinpoint their current location with respect to their skills and talents. These talents

are transferable skills they bring to a potential employer in the social sector. The destination page on the site will challenge the individual to delve deeper into what their passions and personal missions are through videos, questionnaires, and exploration of the nonprofit sector. Unlocking passions will help individuals chart their course to find a destination filled with mission and purpose. Finally, the road map page will provide tips and tools that the mature adult can utilize to more effectively communicate and showcase themselves to potential employers and organizations. This toolkit will empower and inform mature workers to make the move to the nonprofit sector with confidence and surety. This toolkit will be a resource for human resource and talent acquisition professionals to encourage encore career placement.

### **Curriculum Plan**

The capstone curriculum plan is a toolkit developed for the mature individual, aged 40-70 who is looking to make a change in their career path and move to the nonprofit sector. This toolkit is on a google me platform providing a resource for the encore career individual to engage in self-exploration, study and strategy as they chart their next chapter. The nonprofit sector struggles to recruit and retain top talent and this pool of people provide a viable funnel of well-educated talent that can enter the nonprofit sector and battle social issues to impact change in the community. This toolkit will provide the resources the encore career individual needs to identify transferable skills they can use as they transition to the social sector.

### ***Situation Statement***

People ages 45 to 75 are reimagining retirement. Life expectancy has been extended and mature adults are looking to transition to a next chapter where they can utilize their strengths and skills to make a difference in social issues. There is an opportunity to help this population assess their skills and talents and pair them with opportunities and causes they feel passionate about in

their community and the world at large. This “reimagining retirement” is happening at the same time that nonprofits find it challenging to recruit and retain highly skilled individuals. The mature population may provide a unique opportunity for nonprofits to tap into a skilled labor force that has been largely ignored.

### ***Define Your Goals***

The Road Ahead Toolkit is designed to provide a comprehensive resource for mature adults who are planning an encore career. The toolkit will provide a step-by-step approach to enable the encore career participants an opportunity to move into this next chapter with confidence and surety.

- Goal 1: Create an interactive website that offers video and assessments to enable mature adults to uncover their unique gifts and talents that can become transferable skills to enter into the nonprofit sector.
- Goal 2: Create an interactive website that offers video and assessments to enable mature adults to uncover their passions and sense of mission as they transition into the social sector.
- Goal 3: Create an interactive website that offers videos, network resources and training tools to provide a roadmap mature adults can use to effectively communicate their skills and gifts with professionals in the nonprofit sector.

### ***Target Audience***

The target audience is people ages 45 to 75 who are reimagining retirement. This toolkit will provide a resource to mature adults looking to transition to a next chapter where they can utilize their strengths and skills to make a difference in social issues. There is an opportunity to help this population assess their skills and talents and pair them with opportunities and causes

they feel passionate about in their community and the world at large. The human resource and talent acquisition managers will be key to the successful development of the toolkit. Their understanding of what is helpful and needed when making career moves will make their contributions invaluable.

### *Crafting a Clear Message*

A great opportunity to work with mature adults thinking about encore careers. This toolkit will provide the highly skilled and passionate mature audience the tools and resources they need to begin to uncover their skills and values. They will take this new understanding with them in a passionate pursuit to work for human and social service causes. The Talent Philanthropy Framework highlighted by Stahl looks at the war for talent that is hindered in the Nonprofit world by their lack of funds, low investment in career development and retention challenges. The nonprofits have an opportunity to target the mature population who are stepping into encore or reimagined careers that may provide an opportunity to answer the call for a well skilled, dependable workforce looking to make a change and impact social issues. Stahl conducted a meta-analysis that highlights the current state of investment in recruitment and training to be less than 2%. Approaching the nonprofit arena through this lens takes into account the generational and demographic change, a bottleneck in nonprofit careers, the war for talent, and the increasing rate at which talent moves in the nonprofit labor market (Stahl, 2013). This pool of people may be able to address issues like the long-term divestment in nonprofit talent and chronically broken talent-support systems which ultimately have a negative impact on the success of the organization to make a long-range impact on the social issues they seek to support.



### ***Identify Key Elements of the Curriculum***

The key element of the Curriculum is a toolkit that is available on a google me platform. This toolkit is located on a website entitled, *Mapping for Change - A Passion Filled Next Chapter*. This website will be an interactive site that the mature adult looking to enter an encore career in the social sector can access to aid in their career move. The website will have videos assessments and networking sites relevant to the 40- to 70-year-old encore career seeker. The toolkit is broken down into three sections: Location, Destination and RoadMap. The Location section is an introspective page that has an introductory video on getting clear with who you are and how to chart your encore career. There are a series of self-assessments that help the user unlock their unique gifts and talents. The Destination section of the toolkit is a place for the user to begin to uncover where the encore career will lead. This page has two videos that talk about the social sector and then a series of assessments on discovering your passion and identifying your transferable skills. There are also numerous links to nonprofit sites where the user can begin to investigate what work and opportunities are available in the social sector. The final section, the Road Map, asks the user to begin communicating and charting how they will take their learnings and communicate them through networking and LinkedIn. Human Resource and talent acquisition professionals will assess the site for its utility as a resource for people they are assisting and placing in the nonprofit sector.

### ***Responsibilities Chart***

NAME	ORGANIZATION OR AFFILIATION	RESPONSIBILITIES	CONTACT INFORMATION
Jennifer Cordes	Student Merrimack	Creation of toolkit on google me website	cordesj@merrimack.edu
Sarah Mackler	Assistant Director of Career Advising	Consult on Roadmap content	macklers@merrimack.edu

### ***Curriculum Review Plan***

Five human resource and talent acquisition specialists reviewed the toolkit and provided feedback. This qualitative feedback was gathered in response to a series of discussion questions prepared ahead of time to facilitate a Zoom presentation and discussion (see Appendix B). The 45-minute zoom presentation and interview were recorded to capture all qualitative feedback regarding the utility, strengths and opportunities of the toolkit. The feedback will be placed in thematic sections with respect to what worked, areas for improvement and implementation suggestions.

### ***Implementation Timeline***

January 2022	Work on content of google me toolkit Readjust capstone to direct to curriculum capstone
February 2022	Completion of google me website toolkit HR/Talent Acquisition reviewers secured
March 2022	Interviews for five HR experts conducted (3/4, 3/9, 3/11, 3/17, 3/17) 3/8: Methodology section complete 3/29: Results & Implications section complete
April 2022	4/12: Full capstone draft due 4/26: Submit final capstone paper for publication

### **Methodology**

This project uses a qualitative approach that consists of an online toolkit presentation and then discussing the contents of the toolkit with five experts in the field. The curriculum toolkit is an interactive website created on a Google Me platform. The toolkit has a series of videos, assessments, websites, and information that offer the mature individual a place to chart their

course for an encore career. This toolkit was assessed by five human resource and talent acquisition individuals to provide feedback on its utility as a resource. The toolkit was reviewed by these five individuals ahead of time and then I walked through the website with each professional during a Zoom call. There were discussion questions to help engage in conversation and illicit feedback.

### *Participants*

There were five professionals from the human resource and talent acquisition field that participated in the capstone project. The five participants were experts in the field of human resources and talent acquisition. Each participant reviewed the toolkit and provided feedback regarding its utility, strengths, and areas for improvement. The first participant has over eight years of experience in corporate human resources and talent acquisition. She currently works as a talent acquisition executive. The second participant has been in the corporate talent acquisition field for 8 years. He currently serves as a Talent Acquisition Partner. The third professional has been a professor at Merrimack College for eight years. His career has spanned 18 years where he served executive roles in nonprofits talent acquisition and training. He is currently the Founder and CEO of a consulting and training company. The fourth participant is a Chief Human Resource Officer and Talent Manager at a large nonprofit in the Merrimack Valley. She has worked in the nonprofit world for over twenty-five years. The final participant has been in the nonprofit world for 26 years. He has served as a top executive in numerous nonprofits. He currently runs his own consulting business.

*Table 1: Interviewee List*

<b>Interviewee #</b>	<b>Role</b>
Interviewee # 1	Talent Acquisition Executive - For Profit Company
Interviewee # 2	Talent Acquisition Partner - For Profit Company
Interviewee # 3	CEO & Founder consulting & training company
Interviewee # 4	Chief Human Resource Officer and Talent Manager at Merrimack Valley Nonprofit
Interviewee # 5	Executive Director of human resource consulting company

***Materials***

I used a PowerPoint slide deck to give a presentation of the project. The toolkit was created on a Google Me website (see Appendix A) with links to external sources and assessment tools online. In addition, I created an interview protocol questionnaire in a word document that was used to facilitate post presentation evaluation and solicit feedback (see Appendix B).

***Procedure***

I identified ten potential interview candidates and emailed seven of them to inquire about their involvement in this project. Five agreed to participate and I followed-up with an email outlining the intent of the project and a link to the online toolkit. I then secured individual meeting dates and times via Zoom for a 45-minute conversation about the toolkit. This was sent out at least a week before our scheduled Zoom meeting allowing participants enough time to review material ahead of our zoom call. I followed up by email with the participant and sent a Zoom link. The day before the meeting, I sent an email reminding the participant and shared the link to the website. On the day of the meeting, I logged into Zoom ten minutes ahead of the meeting. When the participant arrived, I introduced myself, asked permission to record the Zoom, and walked participants through each of the three parts to the Toolkit; the Location,

Destination and Road Map were reviewed. Following the presentation I asked for feedback using the interview protocol questionnaire. I sent a thank you email to all reviewers and I urged participants to email me with any further insights and comments they may have after the meeting.

After the interviews, I transcribed the feedback from my Zoom recordings into an Excel spreadsheet for thematic analysis. I looked for common themes, ideas, feasibility, and areas of concern or improvement.

### **Results**

This project interviewed community members that are professionals in human resources and talent acquisition. Participants gave feedback that could be categorized into four areas: positive comments, concerns, opportunities for enhancement, and avenues for implementation.

#### ***Positive Comments***

The feedback overall to the toolkit was positive. All respondents felt the messaging was clear and provided an opportunity to provide a resource for the mature talent pool to assess their skills and navigate their next steps. Interviewee 2 said, “My father is 55 and a lawyer currently thinking about what he’d like to do next, this toolkit would be a great resource for him.”

Interviewee 3 said, “I love the idea of capitalizing on the strengths of community members to enact social change.” Interviewee 4 stated, “we are struggling at our organization to find talent and this project and toolkit in particular is discussing some of the challenges we are finding in locating talent. I’m not sure we are reaching this pool of people.”

Three interviewees thought the website was easy to navigate and provided a comprehensive overview as a toolkit. All of the interviewees commented that they liked the mixed media present in the toolkit. They felt the videos, assessments, and websites provided

different offerings that may appeal to a larger audience. Interviewee 5 stated, “The Pallotta interview really drew me in and provided inspiration to impact change in the community.”

Interviewee 3 felt the self-assessment quizzes were valuable in recognizing skill sets. He stated, “I’m not sure many people understand how their unique skills can become transferable skills in the social sector. This location section provides a good platform to uncover and claim those skills for an encore career.” He went on to say, “The toolkit can be a bridge to aid people who want to work in the community but have no clue how to do that.”

All interviewees felt the links, assessments, and flow of the website were clear and easy to navigate. All interviewees liked the checklist at the bottom of the page that asked users to list out their takeaways from the Location, Destination and Road Map section. Respondent 3 stated, “The self-assessment is a great takeaway tool once participants have spent time on the site and uncovered new personal information.” Two interviewees liked the success stories under the Road Map section of the toolkit. Interviewee 2 stated, “The personal stories provided a clear example of how others have had success in encore careers.”

### *Concerns*

The interviewees had numerous concerns with different aspects of the toolkit. Interviewee 1 felt the labeling of Location, Destination, and Road Map was confusing. Three interviewees felt there should be a tab at the bottom of each section of the toolkit to ease movement from one section to the next. Interviewee 5 felt the first video link was boring. He said, “the first video was too long and slow, Reed eventually got to the point, but it was not engaging enough as your first video link.” He went on to say, “Moving the Pallotta video or another with more of a call to action would be an important initial impression for the toolkit.”

Three of the five respondents commented on the quality of pictures present on the website being grainy. Interviewee 2 stated, “Often the photos and images are the first things you see that create an overall impression, specifically the Destination image is not high resolution and may be a turn off.” Interviewee 5 stated the Destination image does not connect with the idea of finding your destination. “The image looks like more of a crossroads than a destination of choice.” Two of the interviewees didn’t like that the only way to get detailed feedback from the assessment tools was through a payment. Two of the respondents thought the Learn from Others personal stories on the Road Map page weren’t stories that were relatable as far as making a shift in sector and a big change.

### ***Opportunities for Enhancement***

All five interviewees liked the Assessment Tool at the bottom of each section of the toolkit but felt it should be a document that you can click through and fill out as a hard copy. Interviewee 2 said, “having a hard copy document would be a valuable tool that people could bring into interviews or exploratory discussions with potential employers.” Interviewee 5 stated that, “the roadmap section would be a great place to add in a personal mission statement. It would be helpful to provide a place to create a personal mission statement based on all the introspective and strategic work done on site.”

Two of the five interviewees thought the Learn from Others section should have stories and examples of taking the transferable skill sets and forging a new career. They both thought the stories weren’t much of a departure from their current occupation. Interviewee 1 suggested, providing a list of skills assessed and what in particular those skills could do at a nonprofit. “I feel people would want to know, I’m good with numbers and spreadsheets so I could step into a nonprofit and help them manage their budget, etc. Showing a practical application may provide

more confidence to the potential employee to make the jump.” Three of the five respondents felt there could be a link to a coaching or placement agency from the site to facilitate next steps for these encore career candidates.

### ***Avenues for Implementation***

All respondents felt the toolkit was a valuable resource that should be provided to the community. Each respondent was curious what the next steps for the toolkit are and how it could be utilized in the community. Interviewee 4 said, “My interest in the particular topic you chose is piqued and I know you have a project/program that is needed in the community for many reasons. Let me know if you’d like to roll this out and conduct a program together in the community.” Interviewee 5 felt the toolkit would be a great value to human resource departments who are looking to help place the encore career talent pool. He stated, “I could see you working as a coach or human resource consultant working with this group of people using this toolkit.”

Two of the three respondents felt that partnerships with larger networks like Encore Boston or AARP could provide a vehicle for the toolkit to get utilized by the target audience. Interviewee 2 stated, “I’d love to see a link or collaboration with coaches or human resource professionals who work specifically with nonprofits.” Interviewee 3 suggested it was important to consider how to build these bridges with the nonprofit sector. He suggested “it would be useful to find a way to capture who visits the site so that follow up can come for a pool of people who may be slow and unsure of next steps.”

### **Discussion**

The purpose of this project was to create an interactive toolkit for community members considering an encore career in the nonprofit sector. This toolkit is a resource guide to facilitate their next career move. These community members are typically 40 to 70-year-olds and have



collected a set of skills, passions and talents that can be identified and used as transferable skills as they move to the social sector. The toolkit was created and presented to five experts in the field of human resources and talent acquisition to discover the teaching tool's utility when working with this audience. Each expert had an opportunity to review the toolkit on their own. There was a zoom call with me and each interviewee where I walked the expert through the toolkit and facilitated a question-and-answer section to encourage feedback. Their expertise on coaching and hiring were instrumental in evaluating the value of this toolkit for the intended audience. The key themes included general positive comments regarding the core message and the toolkit. There were also some concerns about certain facets of the toolkit and recommendations for enhancements and modifications that would strengthen the toolkit. Finally, the interviewees gave insight into avenues for engagement of the community with the toolkit and ways to collaborate with others to launch the site.

There was excitement and momentum around the need to look at these encore career individuals as a valuable untapped resource for nonprofits. The interviewees felt the core message and flow of the toolkit was intriguing and important. My literature review confirmed that these encore careers are happening. There is opportunity for even more of these potential encore career individuals to move into the social sector with assistance and tools from human resource professionals. As previously stated, there are between 5.3 million and 8.4 million Americans ages 44 to 70 have already launched "encore careers," positions that combine income with personal meaning and social good, according to a 2008 survey commissioned by the MetLife Foundation and Civic Ventures, a San Francisco-based think tank (Hannon, 2009). This growing population is looking to plan and begin to chart their course for the next chapter. The

question that was raised in this curriculum review is whether we as a society are helping this population map their course?

In creating this toolkit, I found there was information available on finding your passion or learning about the social sector in general, but not a comprehensive step by step resource on how to enter this sector as an encore career. An encore seeker would have to spend hours of time trying to find the videos and assessments that could help them chart their journey to an encore career. The message is right and the need in the social sector is evident through the studies I found to put these talented, seasoned individuals to work battling social issues in our communities. A toolkit that provides a step-by-step process will be a valuable resource for these individuals. Our community will benefit from capturing this valuable commodity of skilled labor and putting them to use for good in our communities.

Another interesting discovery in creating this curriculum and reviewing it with others is the level of awareness among professionals that the need for assisting encore careers exists. More importantly once we know it exists, what tools and means do we employ to help these talented individuals transition their skill set to the social sector and serve the communities they live and work in? In discussions with the five different reviewers, it became clear that age and stage of career had a direct correlation to the reviewer's understanding of encore careers existing and furthermore the need and missed opportunity in not supplying these individuals with a pathway to employment in the social sector. Lived experience and perspective had a big impact on their review of the material and familiarity with the need for such a toolkit.

Human resource experts and talent acquisition professionals are fundamental in helping people transition into or out of the workforce. These same professionals are key players for organizations by ensuring that the talent needed is found, captured and retained. Lent (2013)

outlines the SCCT as a framework that can be extended and used to look at bridge employment or encore careers for mature adults interested in working in nonprofits. The SCCT extension applies to these human resource experts who could approach these potential employees through the lens of career decision making focusing on self-efficacy and identifying their skill set. These experts can help this talent pool uncover what their desired outcomes or goals are and what support is needed to enter the social sector with confidence and surety.

The issue that became clear is that at least these five experts weren't seeing care and consideration being given to assisting these early retirees in their next chapter. This leads us to wonder what are we missing as a society and what is lost in the communities battling social issues when we aren't capitalizing on this skilled labor market? It became clear that not only is a toolkit needed for the individual entering an encore career but perhaps training for professionals of how to coach and capture this talent. Nonprofits like all industries are short on talent and there is a community of people with energy, passion, and enthusiasm to impact change in their community. The toolkit can be the first step for community members to map the road for finding a career filled with passion and mission.

Once we identified the opportunity and the individual needs, we dove further into the specifics of the toolkit created. There was some discussion and feedback regarding certain images that were grainy and content uninteresting in key sections. Interviewees 2 and 5 both shared the view that the images must be sharp and the content captivating. When teaching to the community it is important to keep in mind that members will draw impressions from the site based on its professionalism and thus the tool must display images and content that are relatable and relevant. The feedback from interviewee 5 that the first video was boring highlighted for me the importance of not just what is said but how it is presented. Laying out new ideas and looking

to capture an audience requires that the message and the images are clear and relevant to community members. Initial impressions are important, and the strongest content and images must be placed early to create a connection with the intended audience and excitement around the topic.

There were some recommendations to ensure the toolkit user would be able to move between pages of the website and access the content easily. Two interviewees recommended adding an arrow at the bottom of each page of the toolkit which would ease travel from one segment of the toolkit to the next. In addition, interviewee 2 suggested making the Assessment Checklist at the end of each section a printable document. This printable document could be coupled with an additional document entitled *A Personal Mission Statement*. Interviewee 5 suggested this personal mission statement could have instructions on how to create a mission statement. It was suggested that this could serve as a valuable resource to the encore seeker during their job search. The age of the user, 40- to 70-year-olds, highlights that a hard copy and easy to navigate documents that could be used in a job search were an important way to strengthen the toolkit.

Keeping the community in mind when creating content is key to ensuring that what is offered is answering a need identified in the community. The experts in human resources and talent acquisition provided some thoughts on this when discussing the Learn from Others section on the Road Map page. Community members who are accessing this toolkit may be reluctant to make a move as they are unsure how their skillset can be transferable. Interviewee 3 suggested that it isn't widely understood what transferable skills are and how to position oneself for new opportunities by identifying these skills. Interviewee 1 highlighted that choosing examples that prominently highlight success stories of encore career moves will inspire others to make the

move to the social sector with more confidence. Communicating specific transferable skills, such as, I was an accountant and how that skill set could be helpful in doing budgeting, projections or other business for a nonprofit must be clear and transparent to the seeker. There may be others who want to make a departure from their previous job but nonetheless their skill set travels with them and may be applicable in other ways. They may discover their leadership or mentoring may be of use in an organization. Many of the interviewees suggested that being more specific with the encore careers of others and highlighting the steps for their change could help community members more adeptly navigate this new road.

There was a lot of discussion with the five interviewees about what else would help these community members keep striving to discover their encore careers. Dendinger and Adam's (2005) study uncovered that generativity, allowing an older employee to show concern for and commitment to future generations by passing on their skills and abilities, has many positive outcomes on older people and their engagement in work after retirement. The understanding that generativity is an important factor contributing to the mature population seeking encore careers demands that we as a society develop resources and guidance to facilitate these encore careers. Utilizing a toolkit to help them find these encore careers is an important social justice initiative. Our communities and our world benefit when we all work collaboratively to battle social issues on a large scale by leveraging our talents and resources.

### ***Limitations of the Project***

The original idea for this project was to implement a seminar with the target audience of 40- to 70-year-olds who are considering an encore career in the nonprofit sector. Due to COVID it was challenging to find a venue that was hosting seminars for the community and thus, concessions had to be made. The result was a toolkit that was produced and placed on a Google

Me platform providing an interactive website for potential encore career individuals. The site was reviewed by human resource and talent acquisition professionals in the for profit and nonprofit sector. The depth of the website created necessitated that the interviewees spend time on the site before the interview. The time each interviewee spent with the toolkit varied. The quality of feedback was a direct correlation to their understanding of the subject matter and time spent with the material. There were no potential users from the target audience in the reviewer process. This may have been an interesting path to pursue to get a clearer sense of its utility and value for that age bracket. Knowing what the potential encore career people feel is important. Having some reviewers be potential encore individuals would be interesting as they may have uncovered some other facets to explore and incorporate on the site.

### *Implications for Future Projects*

This project has brought into focus a segment of the population that can provide value and immediate utility to the nonprofit sector battling social causes on a large scale. The challenges nonprofits face to recruit and maintain talent make this pool of people a viable option for recruiters and trainers. There is an opportunity going forward to explore how this toolkit is applicable for the target audience. My discussion with interviewee 4 brought forth an opportunity to launch this toolkit as a resource to the Merrimack Valley community. She felt the toolkit could be offered as a resource through the nonprofit she works for and perhaps a seminar targeting potential encore career community members. There is also an opportunity to reach out to local chapters of AARP and Encore Boston who are interacting with this segment of the population to uncover collaborative opportunities for the toolkit. I found in creating this toolkit that the information is out there, but not in one spot. A community member looking to enter the social sector could spend hours trying to navigate all the information available. Providing a

comprehensive, cohesive platform that offers a step-by-step process for people charting their next move is a valuable resource to the community.

### References

- Abrahms, S. (2016, July). Ready for your second career? Make a difference in the world and earn money at the same time. *AARP Bulletin*. <https://www.aarp.org/work/working-after-retirement/info-10-2013/ready-for-your-second-career.html>
- Dendinger, V. M., Adams, G. A., & Jacobson, J. D. (2005). Reasons for working and their relationship to retirement attitudes, job satisfaction and occupational self-efficacy of bridge employees. *International Journal of Aging & Human Development*, 61(1), 21–35. <http://dx.doi.org/10.2190/K8KU-46LH-DTW5-44T>
- Gullette, M., (2018). Taking a stand against ageism at all ages - A powerful coalition. In M. Adams, W. J. Blumenfeld, D. C. J. Catalano, K. S. DeJong, H. W. Hackman, L. E. Hopkins, B. J. Love, M. L. Peters, D. Shlasko, & X. Zúñiga (Eds.), *Readings for Diversity and Social Justice* (4th ed., pp. 590–592). Routledge.
- Hannon, K. (2009). A second act with purpose: Baby boomers are redefining retirement with passion-driven ‘encore careers’. *U.S. News & World Report*, 146(9), 78–79.
- Hannon, K. (2016, April 1). How to make the most of your second act. *Prime Women/An Online Magazine*. <https://primewomen.com/career-and-business/featured-women/second-act-careers-kerry-hannon/>
- Kart, C. S. (1994). *The realities of aging: An introduction to gerontology* (4th ed.). Simon & Schuster.
- Leider, R., & Webber, A. M. (2013). *Life reimagined: Discovering your new life possibilities*. Berrett-Koehler Publishers.



- Lent, R. W., & Brown, S. D. (2008) Social cognitive career theory and subjective well-being in the context of work. *Journal of Career Assessment*, 16(1), 6-21.  
<https://doi.org/10.1177/1069072707305769>
- Lent, R.W., & Brown, S.D. (2013). Social cognitive model of career self-management: Toward a unifying view of adaptive career behavior across the lifespan. *Journal of Counseling Psychology*, 60(4), 557-568, <https://doi.org/10.1037/a0033446>
- Manetti, G., Bellucci, M., Como, E., & Bagnoli, L. (2015). Investing in volunteering: Measuring social returns of volunteer recruitment, training and management. *International Journal of Voluntary and Nonprofit Organizations*, 26(5), 2104-2129.
- McBey, K., Karakowsky, L., & Ng, P. (2017). Can I make a difference here? The impact of perceived organizational support on volunteer commitment. *Journal of Management Development*, 36(8), 991–1007. <https://doi.org/10.1108/jmd-05-2015-0078>
- Pallotta, D. (2013, March). The way we think about charity is dead wrong [Video]. *TED Conferences*.  
[https://www.ted.com/talks/dan\\_pallotta\\_the\\_way\\_we\\_think\\_about\\_charity\\_is\\_dead\\_wron\\_g/transcript](https://www.ted.com/talks/dan_pallotta_the_way_we_think_about_charity_is_dead_wron_g/transcript)
- Pearce, R. (2021, May 20). Committing to justice, equity, diversity, and Inclusion. *VIA Institute*.  
<https://www.viacharacter.org/topics/articles/committing-to-justice-equity-diversity-and-inclusion>
- Reeb, L. (2015, November 21). The most productive years of your life may surprise you [Video]. *YouTube*. <https://www.youtube.com/watch?v=VfkBDRa9J11>
- Stahl, R. M. (2013). Talent philanthropy: Investing in nonprofit people to advance nonprofit performance. *Foundation Review*, 5(3), 35–49. <http://dx.doi.org/10.9707/1944-5660.1169>

The VIA Institute on Character (2021). The 24-character strengths.

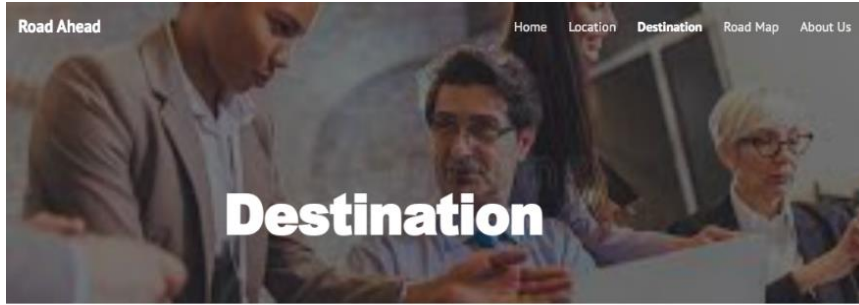
<https://www.viacharacter.org/character-strengths>

Waggenpack, D. (2020, January 27). Redefining retirement [Video]. *YouTube*.

<https://www.youtube.com/watch?v=j5F29F1ev8w>

Worth, M.J. (2021). *Nonprofit management: Principles and practice* (6th edition). Sage Publications.

## Appendix A: Online Tool Pages

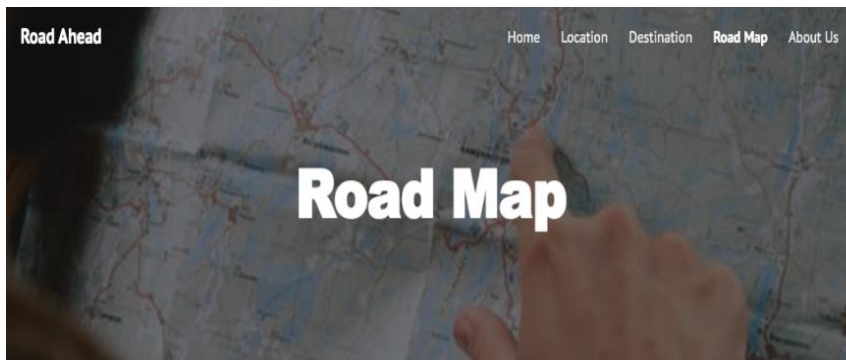


**Does the Social Sector Need you as a "Re-Imagined" Retiree?**

**The research is clear - they need you!**

The Intersection of Social Action, Passion and Destination

- According to a poll by Princeton Survey Research Associates, half of Americans ages 50 to 70 want to find work that has social impact after their primary career ends.



Now that you have chosen a non profit **Destination**, armed with your talents and values, a detailed **Roadmap** will ensure a smooth journey. Uncovering the ways you can work battling social issues in your community requires some research, networking and a plan. The following websites, networking opportunities and tools will help sharpen your toolkit.

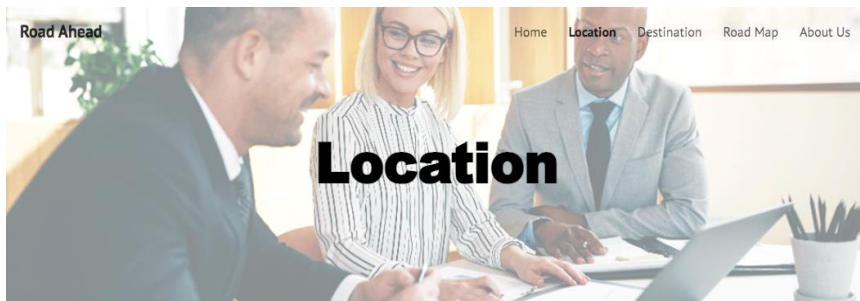
Road Ahead [Home](#) [Location](#) [Destination](#) [Road Map](#) [About Us](#)



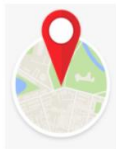
## Mapping The Future

People ages 45-75 are reimagining retirement. Life expectancy has been extended and mature adults are looking to transition to a next chapter where they can utilize their strengths and skills to make a difference in social issues. There is an opportunity to help this population assess their skills and talents and pair them with opportunities and causes they feel passionate about in their community and the world at large. This "reimagining retirement" is happening at the same time that nonprofits find it challenging to recruit and retain highly skilled individuals. The mature population may provide a unique opportunity for nonprofits to tap into a skilled labor force that has been largely ignored.

Road Ahead [Home](#) [Location](#) [Destination](#) [Road Map](#) [About Us](#)



## Location



Finding your **LOCATION** involves assessing your skills, values and strengths. Pinpointing your location requires a clear sense of where you are now and how these transferrable skills can travel with you to the next destination.

Retirement presents a crossroads where you are traveling in a new direction armed with skills and information from your journey thus far. Regardless of your time out of the workforce, an opportunity to forge a new road

## Appendix B: Interview Protocol

### Script - Introduction

Thank you for taking the time today to review the toolkit for Mapping the Road Ahead. The toolkit you are looking at has been put together to specifically target the mature individual, aged 40s-70s who is looking to make a change in their career path and move into the nonprofit sector. In many cases these individuals have compiled a lot of wisdom, knowledge and skill over the course of their lives through their professional and unique worldly experiences. Many individuals in this age group are “retiring” but looking to find meaningful and impactful work that utilizes their individual gifts and talents. The next chapter or encore career is one that must be embarked on with intentionality and surety of who they are, what skills and values they possess and where they are headed. My goal for today is to have you take a look at the toolkit put together for this purpose and evaluate its value. Your work as a human resource and/or hiring professional will provide valuable insight and perspective on what is helpful and needed in Mapping the Road Ahead. Thank you for your time and input.

### Questions

1. What are your initial impressions of the toolkit, assessment and pieces?
2. Do you feel the introductory message and page provide a clear message for the opportunity for encore careers in the nonprofit field? If yes, Do you think anything else should be added to strengthen the message and enhance clarity? If not, how can it be improved?
3. How do you feel about the Assessment Tools and links provided as a resource for people looking to uncover their strengths and skill set?
4. The intention of these pieces is to uncover transferable skills that can be used in the nonprofit arena. Does this toolkit do a sufficient job in accomplishing this? If yes, anything that would strengthen it? In no, what can I do to make the intention clearer? Do you think these pieces help uncover transferable skills that can be capitalized on in the nonprofit arena?
5. Are there any other materials you feel would be powerful pieces to strengthen this introspective toolkit? Do you think the tools are easy enough to access and use? Do you think the explanation of how and why these tools are here is clear?
6. Would these tools, this discussion and toolkit be helpful to you as a HR professional in the workplace?
7. In the end, the point of this project is to educate and engage. Any thoughts on that aspect?
8. Is there anything else you would like to see in the toolkit to assist people?
9. Is there anything you would like taken out of the toolkit?

Closing Statement -Thank you for your time and valuable insights regarding the toolkit. I've taken notes on all of your input and look forward to incorporating these new learnings into my project. Thank you again.