



**FREQUENTLY ASKED QUESTIONS – KUEHN FELLOWSHIP**  
(Updated 9/30/2024)

1. What is the best place to get information on the Fellowship application process?

The Kuehn Charitable Foundation website and FAQ are the best resources for information on the Fellowship process.

2. What are the goals of the Kuehn Fellowship?

The goals of the Kuehn Fellowship are twofold: to inspire and equip women and men at the start of their careers to follow Bob Kuehn’s vision and vocation in affordable housing, and to add to the capacity of Massachusetts non-profit affordable housing organizations.

3. Who are the Fellows? Who are the hosts?

Kuehn Fellows are recent master’s degree level graduates (graduating within last five years) from a variety of backgrounds (business, urban planning, policy, design, social work, etc.) and a particular interest in affordable housing as a career path. Hosts are Boston-area organizations working in affordable housing. The 2025 host organizations will be selected Fall 2024.

4. How does the Fellowship work? How are Fellows chosen?

Fellowships are intended to be practice-based jobs in community development. The cohort of Fellows each launching a career at the same point provides additional support, formally and informally.

Fellows will be chosen following a selective process, beginning January, 2025 for the 2025 fellowship cohort. Check the website for full details on schedule. The vetting process for Fellows includes a written application including a written work product, an interview in March, 2025 and contact with references. Selected hosts and Fellows will meet each other at a half-day interview process (Matching Event) where attendance will be mandatory for chosen Fellows and hosts. Following the event, hosts and Fellows will be polled for their respective top choices and will be matched by KCF. Fellows will be required to be located in the Boston area by the date of the Fellows Orientation in late June, 2025.

**2025 Fellowship Key Dates**

**January 3, 2025** – Fellowship application opens

**February 14, 2025** – Fellowship application due by 12pm EST

**By end of February, 2025** – Applicants invited for interviews.

**Week of March 10, 2025** - Interviews

**Week of March 17, 2025** – Fellows notified of selection

**April 3 or 8, 2025** – Matching Event (dates tentative); **required, details TBD**

**June 26 & 27, 2025** – Fellows’ Orientation (date tentative)

**July 1, 2025** – First day at Host



5. Are the Fellows employees of the hosts? How does the stipend work? How are Fellows otherwise compensated?

Fellows are employees of the host organization subject to the same workplace guidelines, codes of conduct, and benefits (health care, vacation) as any other employee.

The Foundation provides host organizations an annual stipend, pro-rated into monthly installments paid in advance, to be granted to the organization under a grant agreement. For reference, the starting stipend for 2023 Fellows was \$73,500 with a second-year salary of \$75,500. The host organization will employ the Fellow and pay the stipend to the Fellow over the year as regular wages. The Foundation will additionally provide a stipend of up to \$2,200 for reimbursement for the costs of professional development and training activities to be chosen by each Fellow and his/her supervisor. Fellows are not eligible for a bonus from the host organization.

*Please note we are unable to assist with visas for these positions. At the time of application, Fellowship applicants must have permission to work in the United States during the two-year Fellowship period.*

6. What are the monthly gatherings? What training and support does KCF provide?

KCF will kick off the Fellowship with a cohort-building and training session ahead of the Fellows' first day of work at the host organization. After that, Fellows attend a gathering about once a month. Subject areas for gatherings evolve from a list suggested by host organizations, mentors, KCF and the Fellows themselves with prioritization by the Fellows.

As noted, there will be a \$2,200 professional development stipend additionally available to each 2025 Fellow. In conjunction with his or her supervisor, the Fellow may request reimbursement for local trainings, seminars, professional memberships and coursework. Historically, Fellows have chosen courses including day-long seminars on the Low Income Housing Tax Credit, semester-long courses on construction management, seminars on green building, LEED AP courses, etc.

7. What is the role of the mentors?

Mentors may take on a variety of roles for Fellows: advisor, connector, career path sounding board, subject-matter expert, etc. Typically, they are locally-based, experienced practitioners in the community development field with a strong tie to the host organization and desire/ability to meet regularly with a young person starting out in the field. KCF kicks off the mentor/Fellow relationship with a group breakfast within the first few months of the program. After that, mentors and Fellows schedule meetings at their individual convenience for the first year of the program. Each host organization preliminarily identifies mentor(s) in its applications which will be available to prospective Fellows.

7. What oversight does KCF provide during the fellowship?

KCF's Executive Director stays in touch with both hosts and Fellows including seeing each Fellow monthly at the Fellows gathering. Hosts will be expected to update and provide a final workplan, based on input from their Fellow within 60 days after the Fellow starts. The Executive Director will check in with both hosts and Fellows within six months of the start date. Both hosts and Fellows are encouraged to contact KCF pro-actively if issues arise.

8. Are there any other aspects of the Fellowship?

The Foundation additionally provides the Fellows the unique opportunity to learn directly about philanthropy early in their careers through the Fellows' Gift. Collectively, the Fellows choose an area of interest, investigate nonprofits working on those issues, and after extensive due diligence, designate a recipient for the Fellows' Gift from the Foundation.

**What is required in the nomination letter?**

The nomination letter should come from a professor or other professional, preferably associated with your degree program. It need not be lengthy but should describe why the nominator believes you would be a good fit for the Fellowship.

**What should I submit as a writing sample?**

We are looking for short written work product that demonstrates your ability to analyze and communicate in a written format. We are flexible on what is submitted, preferring that it be targeted for a professional rather than academic audience. Past applicants have submitted memos, class reports, excerpts from longer reports and papers, etc.

**Are Fellows ever placed in roles that focus on affordable housing policy, research, or advocacy?**

The primary focus of the Kuehn Fellowship is to provide direct experience in the practice of affordable housing development and preservation.

The Fellowship offers exposure to other areas of affordable housing leadership including policy and advocacy work through the monthly Fellow gatherings, the activities of the Host organizations, and other resources.

**What is the Fellowship like day-to-day?**

Day-to-day, the responsibilities of the Fellows will vary depending on individual work plans and the stage of the project(s) to which they are assigned, whether that is project concept and design; permitting and community process; securing financing and funding; managing construction activities; completing the marketing and lease-up; or other areas. Fellows will have an opportunity



to hear more about this directly from the Hosts during the Matching Event.

**What skills and background do you look for in Fellows?**

Fellows with a wide range of backgrounds had successful experiences with the program, each bringing the benefit of their own skill sets and life experiences. The Skills and Qualifications section of the application sets forth baseline expectations.