

POSITION AND CANDIDATE SPECIFICATION



STUPSKI FOUNDATION EXECUTIVE DIRECTOR

Date: May 2014

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POSITION SPECIFICATION

About the Stupski Foundation

Created in 1996 by Joyce and Larry Stupski, the Stupski Foundation was originally established with the explicit mission of improving life options for poor and minority children through a focused transformation of public school systems. During its 15-year evolution, as it sought to achieve maximum impact, the Foundation became known as an organization that delivered fresh and bold thinking. As an operating foundation, the Stupski Foundation demonstrated improved student achievement in many of the over 30 districts with which the Foundation partnered. It also generated a large alumni of former employees and public educators who continue to make significant improvements in public education today. However, in 2012, it was decided to transition from an operating foundation to a grant making foundation.

Today the Stupski Foundation is emerging as a completely reimagined, dynamic grant-making entity focused on several compelling social causes. Although the Foundation remains committed to improving the lives of poor children, it will not be supporting K-12 education reform efforts. The board of directors and founder are beginning to outline areas of interest – examples being death with dignity, hunger within the United States, and improving the life options of poor children – with the understanding that these may change or evolve as the Foundation develops. The current intent is to focus on nonprofit organizations with a presence in the Bay Area and Hawaii. Funded by a \$250 million endowment, the Stupski Foundation intends to spend down its assets over the next 15 to 20 years.

The Stupski Foundation's founder and Chairman, Joyce Stupski, is inspired by a lifelong passion for the underserved. Joyce is wholly committed and excited by the launch of the new foundation.

The Opportunity

The Stupski Foundation has the flexibility and nimbleness to think and act creatively in pursuit of a range of activities that align with its mission. The Foundation environment will be entrepreneurial and one that is wholly committed to achieving on-the-ground impact and results through innovative and sustainable approaches to grant making. As a consequence, the Executive Director will be responsible for coordinating the interaction of forces contributing to change, and will have the willingness to address sensitive topics, recognize risks, identify opportunities that may not be immediately obvious, and partner with those who bring subject expertise to the discussion. The Executive Director, along with the founder, will have the opportunity to build a small but powerful team and develop the strategy plan from the ground up.

Position Summary

The Executive Director (ED) will be a key leader of the Foundation and instrumental in supporting and advancing its mission. The position will report to the board of directors and will collaborate with the founder to develop and execute program strategy. The ED will manage a portfolio of relationships, grants and strategic program workflow and be the primary interface with grant seekers. The candidate will be a generalist who possesses the skills to plan strategically, identify areas related to the mission where the Foundation can have maximum impact.

Key Responsibilities:

- In collaboration with the founder, board and soon to be hired staff, help shape grant-making strategies.
- Hire, develop and manage a small but talented program staff, and manage outside consultants.
- Develop annual goals, corresponding activities, indicators of success, and a budget as part of the Foundation's annual planning and budgeting cycle.
- Manage and monitor all grants and grantee relationships on behalf of the Foundation.
- Develop key relationships that support the work of the Foundation.
- Stay informed on current research, policies, activities, and trends related to the priorities of the Foundation.
- Periodically review, assess and update the Foundation's strategy and approach, as well as the Foundation's optimal role, based on lessons learned, including new and emerging research.
- Provide regular updates and briefings to the founder and board of directors.
- Maintain familiarity with relevant IRS rules and regulations pertaining to grant-making and materials.

CANDIDATE SPECIFICATION: KEY SELECTION CRITERIA

Ideal Experience

The Stupski Foundation is seeking an individual who has the ability to help define and lead a mission-driven organization with vision, creativity, and a strong commitment to the stewardship of the Foundation's goals in partnership with the founder and the board.

Desirable experience includes:

- A minimum of five to ten years in a management role within a grant making foundation, ideally with experience working with a living donor
- Operational or executive oversight of an organization that has successfully leveraged its mission
- A background in philanthropy and/or the nonprofit sector that demonstrates a deep knowledge of what it takes to build and expand innovative programming
- Strategically investing funds to grantees with a high degree of accountability
- A proven record of building high caliber teams, both internally and externally
- Working and partnering with outside consultants as intermediaries for grant funding
- Translating communication into succinct and effective written and spoken messages

Critical Competencies for Success

Intellectual Leadership

As the Foundation's philanthropic advocate, the Executive Director will provide strategic thought partnership to the Foundation's founder and board in evaluating requests for support from grantees. He or she will be adept at looking beyond what is immediately presented for opportunities to maximize impact, taking and supporting calculated risks where appropriate, and encouraging the creative role grantees should play in order to optimally serve their chosen sectors.

The Executive Director will exhibit a leadership style that is driven by active inquiry and learning, an intellect that evolves and thrives by creatively synthesizing ideas and input from multiple sources, and the ability to recognize excellence. The Executive Director will engage on substantive issues with the founder, board, and staff of the Foundation, as well as with grantee organizations and domain experts. He or she must be comfortable considering multiple points of view, encouraging constructive discussion to determine which issues should be addressed, and integrating them as appropriate to drive innovation and progress.

Partnership and Engagement

The Executive Director will possess an engaging personal presence and the communication skills necessary to effectively interact with external stakeholders, as well

as represent the founder and board of directors. He or she will demonstrate the ability to engage both internal and external partners to define and refine the Foundation's approach and priorities. He or she will have the ability to work with others, building meaningful relationships that benefit the Foundation in serving its grantees. Additionally, the Executive Director will be comfortable in an intellectual environment where ideas are mutually shaped. He or she will actively seek input and feedback from stakeholders and partners to ensure the Foundation models the values of an organization interested in learning and adapting to achieve sustainable impact.

The Executive Director will embody the Foundation's values, placing emphasis on active collaboration with grantees, fostering an environment that places a premium on maximizing opportunity for sustainable impact and encouraging the active role grantees should play.

Operational Stewardship

In an organization in which the founder is an active thought partner, the Executive Director will have full responsibility for day-to-day management, exploring opportunities to pursue the Foundation's goals, formulating strategies to achieve its objectives, creating and nurturing the requisite infrastructure and identifying the external support necessary to achieve maximum potential. He or she will have a balanced sense of confidence and humility, and will be comfortable advising the board and supporting their decisions.

This individual will foster a vibrant, collaborative environment where feedback is given and taken regularly, and team members are committed to the Foundation's mission and success. He or she will work well independently and within a team, demonstrating a high degree of initiative, flexibility and collaboration.

Other Personal Characteristics

- An unwavering commitment to personal and professional ethics and integrity
- Strong analytical skills and intellectual curiosity
- Authentic compassion for and commitment to the underserved
- Intuitive, flexible, and expansive thinker
- Excellent judgment with an eye for quality
- High tolerance for ambiguity
- A good sense of humor

SEARCH PROCESS

If you wish to submit application materials or nominate someone to serve as the next Executive Director of the Stupski Foundation, please send an email with supporting materials to StupskiED@spencerstuart.com.