President

**EMILY HALL TREMAINE FOUNDATION, NEW HAVEN, CONNECTICUT**

Reporting to the Board Chair (the first third-generation (G3) family member to serve as Chair of the Board), the President will provide leadership and help set the strategic direction and focus for the Tremaine Foundation moving forward. The President will leverage the Foundation’s power to convene, and in partnership with the Board, continue its efforts to promote effective, results-oriented philanthropy. The President will articulate, both internally and externally, a sense of direction and forward thinking, and help the Foundation navigate the ongoing generational shift in Board leadership and G3 involvement. The President, who will maintain a strong visible presence in the Foundation’s New Haven office, will also manage the organization’s operations, finances and other activities.

An important key to success for the President is an understanding that relationships with the Board and other family members are collaborative and are based on mutual understanding, communication, respect and trust. He/she will make it a priority to preserve and build upon the collegial and collaborative spirit that exists internally with the Board and staff, and externally with its grantees/partners, stakeholders in the region and the broader nonprofit community.

The President will translate objectives into a 10-year master plan and vision for the Foundation, including specific plans for achievement, impactful giving and program strategies. The President will review, evaluate and enhance the effectiveness of the Foundation’s grant making and facilitate a process of self-assessment, examination and strategic planning which will lead the Foundation to explore new avenues for support; take risks as appropriate; and, implement policies, procedures, goals and objectives as outlined by the Board. The President will be accountable for the following areas of responsibility:

Background

***THE MISSION:*** *The Emily Hall Tremaine Foundation will seek and fund innovative projects which advance solutions to basic and enduring problems. With an overall emphasis on education, principally in the United States, the Foundation takes an active role in three major areas: Art, Environment and Learning Disabilities. Our efforts will reflect the entrepreneurial spirit of our family forbears and the founder’s distinction for foresight, imagination and risk taking. We shall pursue our mission so that the Foundation will engender family unity, equality and mutual respect, and will serve to educate family members in philanthropy, service and stewardship.*

The Emily Hall Tremaine Foundation, located in New Haven, Connecticut, was established in 1991 to address critical issues and needs in areas reflecting the family’s values and interests. With current assets of approximately $85 million, and a staff of five, the Foundation strives to co-create visionary and lasting solutions within its designated program areas: art, environment, and learning disabilities. As a family foundation, the Board of Directors and other members of the Tremaine family are deeply committed to and actively involved in the affairs of the Foundation. The Foundation serves a center of support to the community of family members; a concrete expression of the family’s values: its optimism that enduring societal problems can be solved; its belief that good fortune goes hand in hand with a larger purpose and increased responsibility; and, its commitment to contribute to a better world.

The Foundation draws upon its unique, valuable, and respected history to find promising new organizations and individuals to collaborate with in an effort to move the needle of social change. The Foundation also pays particular attention to local and state activities which enable it to explore ways to broaden its horizons so that it can influence a large geographic area and aid a diverse group of people, some of whom are often underserved. Finally, utilizing their expertise in facilitation, the Board and staff not only fund important convenings, but also work closely with fellow funders and grantees to plan further sustainable actions that arise as a result of these events.

In all of its program areas, the Foundation generally focuses its resources on periodically selected strategies. Prior to soliciting proposals, it works in partnership with experienced individuals, organizations and potential co-funders to define issues and to co-create strategies for their resolution. To support this process, it seeks opportunities to learn about the work and initiatives of national, regional and local organizations that are actively pursuing its objectives.

**Art Programs**

The Foundation honors its founder, Emily Hall Tremaine, and her unique artistic vision through the contemporary art program. The *Marketplace Empowerment for Artists* program empowers visual artists with the professional skills necessary to sustain successful lives and careers in the arts, both at the university level and through community-based arts organizations. The *Emily Hall Tremaine Exhibition Award* offers curators the support to research, redefine and push new themes in contemporary art exhibitions.

**Environment Programs**

Upon realizing the significant environmental impact of our changing climate, the Board developed a national *Climate Change Initiative*. The Initiative focuses on supporting the development and implementation of policies and programs at the state, regional and national level to reduce greenhouse gas emissions from multiple sectors. The program efforts are currently primarily focused on promoting action in Connecticut, Pennsylvania and South Carolina.

**Learning Disabilities Programs**

Building on over two decades of experience in the field of learning disabilities (LD), the Foundation focuses its grantmaking to increase public awareness, inspire action on behalf of those with LD, and build a constituency of support that can make positive and enduring change in education and the workplace with the belief that these are learning differences not disabilities. The intention is to do this in ways that help those with LD realize their many talents and enable them to reach their full potential.

The current LD strategy is to educate and empower parents of children with LD through social media, with a goal to inspire parents to take action and create positive and sustainable outcomes for their own children, and for all with dyslexia and other learning disabilities.

Responsibilities

**Leadership/Vision**

* Provide leadership to the Board, staff, grantees and partners of the Foundation in carrying out its philanthropic mission as expressed in its mission statement; pursue the objectives that have been established by the Board and, over time, develop new responses to opportunities and challenges that arise;
* Guide the Foundation in identifying and addressing its programmatic, organizational and administrative needs; oversee the Foundation’s budget and investments; manage within the financial and programmatic parameters established by the Board; provide the vision and leadership that will enable the Foundation to move dynamically into the future;
* Encourage and nurture the involvement and commitment to philanthropy of younger and newer family members (G3s and G4s); determine how each person can most effectively connect to the work of the Foundation; provide support for their ongoing integration into the leadership of the Foundation, while respecting the time that they can realistically commit;
* Acknowledge and respond appropriately to the changing dynamics and shifting cultural mores that come with generational transition; develop a strategy for working with former Directors to keep them as engaged and committed as their time allows;
* Working together with the Board and family, ensure that the Foundation is making a significant impact on society through grantmaking, public leadership, innovation and communication.

**Program**

* Working collegially with the Program Committees of the Board and program staff, develop an understanding of the significant issues in each of the core program areas of the Foundation; review the efficacy of current grantmaking strategies, articulate which programs have achieved/fulfilled their intended objectives; begin to explore the personal philanthropic interests of the G3s now serving on the Board, which might ultimately take the Foundation in new programmatic directions, long term;
* Work comfortably with diverse philanthropic approaches, including strategic and proactive grantmaking and collaborative efforts with foundations and other nonprofit organizations in order to leverage the Foundation’s financial resources more effectively;
* Monitor key trends and issues in society, particularly those impacting the program interests of the Foundation; communicate implications to the Board, together with recommended action; explore new intellectual frameworks and innovative ways of addressing issues, cutting across traditional boundaries of thought and action;
* Establish relationships with key constituencies; work collaboratively with other institutions relevant to the Foundation’s purposes; initiate special projects, as appropriate, to further the Foundation’s objectives; help to strengthen philanthropy and the nonprofit sector in the United States.

**Administration and Management**

* Lead, coordinate and guide the work of the staff of the Foundation; maximize existing talent, nurture the continued growth of the Foundation’s programmatic and administrative staff;
* Assure sound operations and proper management of the assets and resources of the Foundation, working with the Budget Committee, the Audit Committee and the Investment Committee;
* Continually assess the efficiency of management systems, both financial and programmatic; maximize use of Board and staff time;
* Oversee compliance with local, state and federal requirements, assuring that the Foundation maintains its tax-exempt status and good standing as a charitable organization.

**Governance and Board Relations**

* Serve as a voting member of the Board; with the Board review current governance and bylaws and operating policies; make recommendations for change as appropriate;
* Serve as a programmatic resource to the Board; make recommendations regarding the direction of the Foundation’s programs and operating policies and grants;
* Keep the Board advised of the activities and financial position of the Foundation; provide the Board sufficient and high-quality information for making sound policy decisions;
* Working with the Chair, structure meetings, committees and retreats of the Board in accordance with the bylaws of the Foundation, supporting an open and participatory process, and encouraging the active involvement and leadership of family and Directors of the Foundation;
* Ensure the implementation of the vision and policies of the Board; together with the Board, develop and monitor standards of performance and principles for the conduct of the Foundation’s work; oversee the grants evaluation program, including benchmarks for assessing effectiveness of all Foundation activities.

**Communications and Public Relations**

* Along with the Board, provide public leadership on critical issues related to the program interests of the Foundation; represent the Foundation to its outside constituencies, interpreting the values and programs of the Foundation; act as Foundation representative and advocate to the media, other foundations, nonprofit sector leaders and professional associations; convene and organize as appropriate; capably articulate the mission, programs and initiatives of the Foundation;
* Manage the Foundation’s communications efforts, assuring a high level of public visibility for the program aims of the Foundation by effective speaking and writing; shape Foundation publications, using both traditional and social media and other new technologies.

**PRIORITIES**

The President will ensure a sound and smooth transition of executive leadership and, within the first 12 to 18 months, will:

* Thoroughly understand the Tremaine family, its history and its philanthropic aspirations; develop and support the personal and collegial relationships that must flourish among the President and the family members, so that all work together in advancing the priorities and interests of the Foundation;
* Quickly become familiar with the Foundation’s grantmaking areas, including the issues and concerns in each; formulate a critical perspective on emerging directions in philanthropy in order to inform the Board about new ideas and approaches to consider;
* Establish solid relationships with the staff and work closely with them to foster cohesiveness; support and enhance their abilities; establish the parameters of staff responsibilities and authority; set the tone for the level, pace and quality of work, making certain that the work of the Foundation reflects its values and mission;
* Embrace and take ownership of the Foundation’s program evaluation strategy; review current metrics to ensure that the appropriate benchmarks and goals are in place and support the decision making and strategy development of each committee;
* Continue to look for new – and possibly unexpected – ways to forge partnerships with nonprofits, other foundations and the public sector to leverage the impact of the Foundation’s work; be willing and able to “think outside the box but inside the framework” of the Foundation’s mission; at the same time, solidify and strengthen existing relationships;
* Maintain the Foundation’s presence in the larger philanthropic community as a leader and a voice; build new networks and access to a broad range of relevant voices in order to move the Foundation to a new level.

Qualifications

**IDEAL EXPERIENCE**

The President should have the following experience and qualifications:

* Demonstrated commitment to public or community service; an understanding of and enthusiasm for the Foundation’s mission and grantmaking activities; expertise in some aspect of the Foundation’s work is valued but not required;
* Proven capacity to lead and manage an organization of similar complexity to the Tremaine Foundation; experience in conceiving, analyzing, implementing and evaluating program initiatives and/or grants in fields relevant to the Foundation; demonstrated experience with a track record of converting vision into working programs;
* Proven capacity to be conversant in the Foundation’s program areas; an ability to grasp the changing realities and opportunities of the world in which we live;
* A thoughtful, strategic approach to understanding public policy, nonprofit institutions and developments in the nonprofit sector; experience as a foundation officer or as a grant seeker is a plus but not required;
* The ability to communicate effectively and openly, both verbally and in writing, with a broad range of individuals and organizations, including those of academic, professional, community and corporate accomplishment.

**PERSONAL CHARACTERISTICS**

Ideally, the individual should have the following:

* A sense of respect for the Foundation and its history and mission; an appreciation for the Foundation’s philosophy and values and for the importance of the Foundation and its work to family members;
* A naturally consultative, politically astute and inclusive leadership style with the confidence, vibrancy, wisdom and collaborative skills necessary to garner the trust and confidence of the Board, staff and partners; an understanding of family dynamics, with the ability to inspire, motivate and guide;
* Enthusiasm for promoting the work of the Foundation and addressing its critical issues to ensure overall organizational success and strength; the inherent knowledge of when to step back and when to step up, both internally and externally, on behalf of the Foundation;
* An ability to think broadly, critically and conceptually; intellectual curiosity, with an openness to new ideas from all quarters; creative thinking with good strategic sense and an ability to engage others and influence outcomes; an ability to say no, as necessary;
* A self-confident management style, which is necessary to work with and manage strong, competent people; interpersonal skills that embody collaboration and a team-oriented approach; an appreciation and respect for contributions at all levels within an organization; an ability to sublimate one’s own priorities and ambitions for the benefit of the Foundation;
* Deep emotional intelligence, patience and humor to deal effectively with an involved and dedicated family and staff of diverse personalities and interests;
* An ability to lead by example; a sense of humility and poise.

How to Apply

Application Instructions: Applications including cover letters and résumés should be sent to Mark Tarnacki at: [TremaineFoundation@PhillipsOppenheim.com](mailto:TremaineFoundation@PhillipsOppenheim.com)

For additional information, please visit: [Tremaine Foundation](http://www.tremainefoundation.org/).