



THE 360 GROUP
— EXPECT THE UNEXPECTED —

Schultz Family Foundation

Chief Officer of Impact and Learning

Position Description & Candidate Profile

Chief Officer of Impact and Learning

Location

Seattle, WA

Reports to

President

Our Client

Sheri and Howard Schultz have been committed to serving the most vulnerable among us throughout their personal and professional lives. Their vision and passion for nearly 25 years has lived through the Schultz Family Foundation (SFF), which aims to lift the human spirit and bring possibility to everyone – regardless of race, religion, sexual orientation, gender, or station in life. They have engaged in this work through SFF with a focus on closing the increasing inequality and opportunity gaps for individuals and communities that represent enormous untapped potential but have limited access to resources.

By investing in scalable solutions and partnerships in communities across the country, the Foundation aims to help tackle the barriers and roadblocks that prevent individuals from reaching their full potential and, in doing so, strengthen our communities and our nation.

As a learning organization, the Foundation seeks to achieve scale for what works and be transparent about what doesn't, using data and insights to build upon existing solutions to foster a better America – one that is truly equitable and just – resulting in real and tangible outcomes grounded in promoting racial equity and economic opportunity for all. Accordingly, the Foundation team shares these values and demonstrates a commitment to equity, diversity, and social justice.

This year, the Foundation is focused on three priorities: responding to basic needs exacerbated by the COVID-19 pandemic, realizing our common bonds and strengthening democracy, and strengthening young people's transition to adulthood by creating a path towards upward economic and social mobility.

As the Foundation grows, it seeks to demonstrate and model a new thinking in philanthropy. With the COVID-19 pandemic laying bare structural inequities, the status quo will not suffice, and SFF intends to be a pioneer in this new era. As such, SFF seeks a creative, entrepreneurial impact and learning leader who will not only

continue the historical focus of the Foundation, but also capitalize on evolving opportunities, including forging partnerships among funders, businesses, nonprofit organizations, advocacy groups and government at all levels. The Foundation stands ready to partner and support all of these interdependent entities, as advisable and strategic.

We invite you to learn more about the Schultz Family Foundation at <https://schultzfamilyfoundation.org>!

Position Responsibilities

The Chief Officer of Impact and Learning, a key member of – and thought partner to – the executive team, will be a dynamic and forward-thinking leader who collaborates both internally and externally to examine, document and iterate from learning. This individual will work alongside the program team to build and foster relationships in the civic, nonprofit, government and private sectors to understand and ideate solutions to effect positive change. As the impact lead, this individual will strategize with program teams to transform ideas into workable, executable solutions and work with the entire organization to facilitate ongoing learning and evaluation. In no small part, the work should highlight the strengths of each body of work and provide opportunities to leverage the underlying intersections among them.

Specifically, the Chief Officer for Impact and Learning will:

- Foster a learning culture within the organization and among the Schultz Family Foundation's grantees, including measurement of grantees' efforts along with the Foundation's efforts in assessing mission alignment
- Use a mix of quantitative and qualitative evaluation and learning methods to understand progress, including shifts in attitudes toward social issues and changes in social policy – ensuring that broad, expansive voices are included to inform ongoing work and create compelling stories of the Foundation's impact
- Create opportunities to strategize with program and non-program teams to develop innovative strategies for progressive program impact
- Leverage talent within the Foundation to harness collective knowledge and deploy it for the benefit of grantees and broader collective impact
- Apply a keen eye toward tools and technology that can surface accountability metrics that offer effective program and outcome assessments
- Work with Chief Operating Officer on team-level budgeting, staffing and planning, allocating resources, setting priorities and fostering needed skills,

drawing on lessons learned and guided by ongoing inquiry on how the Foundation can do its work differently, most effectively, and with an eye on equity and attacking structural inequality

- Engage with community and corporate partners regionally and nationally to ensure that information – especially around equity – is flowing into and out of the Foundation, while incorporating philanthropic best practices into the Foundation’s work and actively contributing to field leadership and innovation
- In partnership with Foundation colleagues, maintain external leadership visibility and actively seek ways to leverage partnerships to further the Foundation’s priorities and influence, serve to advance the Foundation’s mission and priority programmatic areas, and support and collaborate with the President to represent comprehensive foundation priorities externally
- Supervise staff, as appropriate

Profile of the Successful Candidate

The Schultz Family Foundation seeks a skilled, innovative professional with well-honed programmatic, leadership and evaluation skills to bring together the internal and external strategies, functions and programs of the organization. As a strategist with a thoughtful, informed lens and equity approach, the successful candidate will have the ability to foresee and communicate future opportunities for impact, drive ideas and activate vision, identify and disarm resistance both internally and externally, and build and bridge connections – all with a very high level of credibility and strong leadership presence. The Chief Officer of Impact and Learning will balance strategy and process and be very skilled at working at the intersection of issues, creating opportunities for the Foundation to have impact in current focus areas and those that may emerge as priorities in the future. Finally, the successful candidate will demonstrate the values of the family and the Foundation – a sense of humanity, humility, entrepreneurship, respect, and responsiveness.

More specifically, the Foundation seeks a visionary leader who reflects the following:

- Ten to fifteen years of leadership experience in programmatic and initiative implementation, particularly with an understanding of equity and inclusion
- Can offer decisiveness with clarity, balanced with humility, transparency and vulnerability

- Experience with measurement of programs, having the capacity to support the organization grantees to learn and share their practices and effectiveness
- The ability to be visionary by cultivating creative thinking among team members and finding ways to nurture innovative thinking across all areas of the organization
- A grounded leader with facilitative management skills
- A bridge builder, a connector among staff and leadership, board, public, private and philanthropic stakeholders
- A social justice systems thinker with proven ability to understand how complex, interrelated systems work and how to make change within them, particularly from the point-of-view of a foundation
- Thinks creatively in operationalizing equity and inclusion on a systemic basis
- The ability to identify trends in practice and guide resources accordingly
- An understanding of nonprofit management, finance, governance and program/organizational design and delivery strategy, having empathy for the challenges endemic to the nonprofit business model
- Demonstrated ability to work with program teams and grantees to integrate learning into ongoing strategies
- Leadership with emotional intelligence, steeped with interpersonal awareness and excellent listening skills; a communication style that reflects approachability, authenticity, transparency and clarity; strong interpersonal skills
- A flexible and innovative orientation in strategy, structure and execution, demonstrating comfort in risk-taking, appreciation for ambiguity and willingness to iterate, with the ability to challenge conventional thinking, encourage dialogue and offer genuine receptiveness to differing perspectives
- A learning orientation with the ability to integrate knowledge and learning and the capacity to effectively use research and evaluation
- Excellent written and oral communication skills
- Ability to collaborate and integrate across the organization, including appreciation for one's own function and the need to tie to the broader organizational strategy and priorities
- Demonstrated commitment to bringing opportunity to everyone, regardless of skin color, religion, sexual orientation, gender, or station in life

Start Timeframe

We seek to have someone in place by Summer 2021.

Compensation

This position offers a competitive salary and includes a comprehensive benefits package. *We actively welcome all candidates from a wide range of backgrounds who have the skills to fulfill this role – regardless of compensation history.*

To Apply

All applications are held in strict confidence. Please submit your credentials and a letter of interest through our private applicant portal to The 360 Group at:

<https://the360group.us/portal>

Applications should be directed to the attention of Vincent Robinson, Managing Partner, or Melissa Ulum, Of Counsel. Applications will be reviewed on a rolling basis. Earlier applicants may receive priority consideration. To be considered, The 360 Group encourages all interested candidates to submit their applications promptly, via the confidential applicant portal linked above.

At The 360 Group, we know that a richly diverse mix of professionals makes organizations more effective. Using that principle as our “North Star,” we make diversity a hallmark of our firm, and all of our search engagements.

Learn more about The 360 Group at the360group.us.