



President & CEO
The Public Welfare Foundation
Washington, DC

The Search

The Public Welfare Foundation – a highly respected, focused, and bold grantmaker based in Washington, DC – seeks a President & CEO. Established in 1947 by Charles E. and Claudia H. Marsh, the Public Welfare Foundation is dedicated to advancing justice and opportunity for people in need. Its work is grounded in the Foundation’s core values of racial equity, economic well-being, and fundamental fairness for all. Public Welfare looks for strategic points where its funds can make a significant difference and improve lives through policy change and system reform that results in transformative change. The Foundation focuses its nationwide grantmaking in difficult, and often overlooked, social justice areas where it believes it can serve as a catalyst for reform. In each of its program areas, it deploys targeted multi-year reform strategies in multiple states to develop advocacy infrastructure, assisted by national groups, and create lasting impact.

Working closely with a 13-person staff and an engaged Board of Directors, the new president will build upon the Foundation’s track record of innovation and lead the organization as it sets and implements its vision and program strategies for the future. With a FY 2017 grantmaking budget of \$21.4 million, the Foundation’s current core programs are in Criminal Justice, Juvenile Justice, and Workers’ Rights, along with a Special Initiative on Civil Legal Aid for the poor.

The position calls for a creative, experienced leader with proven strategic and advocacy skills, as well as intellectual breadth, political savvy, strong communication and public representation skills, and an enterprising spirit. Informed passion for the Foundation’s mission and values is critical, as is sophisticated understanding of public policy, systems reform, and the role of the nonprofit community in driving change. The president must have strong affinity for Public Welfare’s program interests, and should bring a wide network of contacts among activists, policymakers, media representatives, and others. High integrity, proven team leadership and management ability, and deep respect for the organizations and people the Foundation supports are also essential.

The Public Welfare Foundation has enlisted the support of Isaacson, Miller in its search process. Please direct nominations, inquiries, and application materials in confidence to the search firm as indicated at the end of this document.

Background

The Public Welfare Foundation was established in 1947 by Charles Edward Marsh, founder of the Marsh-Fentress newspaper chain, and his wife Claudia Haines Marsh. Mr. Marsh, a Midwestern reporter-turned-entrepreneur, was a staunch advocate of public service and had long been personally generous. He and his wife created the Foundation “to help people help themselves” and to achieve “the greatest good for the greatest number.” Although Charles Marsh worked behind the scenes guiding the Foundation until his death in 1964, and his wife continued as president for another decade, they deliberately gave its governing board discretion in decision making. In outlining the Foundation’s mission, Mr. Marsh insisted that it remain flexible so it could change over the years as new social and economic needs arose.

In its 70-year history, the Public Welfare Foundation has distributed more than \$570 million in grants to more than 4,800 organizations. As a national foundation based in Washington, DC, the Foundation has a special role in policy discussions and it works to take advantage of this unusual position of leverage to enrich public debates and drive change in its fields of interest.

Today, the Foundation’s programmatic operating philosophy is to select, target, and catalyze action on important, but unattended to, underfunded, and often difficult social justice challenges. As a modest-sized foundation, it seeks to have a somewhat outsized role in the areas where it works, bringing a distinctive influence and adding real value and impact – in essence, going where other funders cannot or will not. It seeks to position itself as one of the leaders, if not the leader, of an area within philanthropy, making strategic, targeted use of limited resources and raising awareness of select issues that do not always get attention from policymakers or support from funders, despite their great importance to society. To bolster grantee’s staying power, the Foundation provides multi-year and general support grants. It clusters grants under targeted strategies within its program areas to achieve long-term goals that can be sustained over time.

Public Welfare currently operates three core grantmaking programs and a special initiative. In the Criminal Justice Program, the Foundation seeks to “end over-incarceration of adult offenders in America, also aiming to reduce racial disparity.” In the Juvenile Justice Program, the Foundation’s seeks to “end the criminalization and reliance on incarceration of youth in the United States.” The Workers’ Rights Program “seeks policy and system reforms to improve the lives of low-wage working people, with a focus on securing their basic legal rights to safe, healthy, and fair conditions at work.” The Foundation also supports a Special Initiative on Civil Legal Aid that aims to catalyze and elevate innovative solutions to address essential civil legal needs through an effective integrated approach.

Through its special opportunities and president’s discretionary funds, the Foundation also makes a small number of grants for timely compelling concerns related to its core values, but outside of its program areas. The Foundation is recognized for the high quality of its programming; its strong, respectful, sustained collaborations with grantees; and for its ability to mobilize and leverage its investments and over time to engage other more sizable funders in addressing the issues that Public Welfare has spotlighted.

Through a process designed and implemented under the current president, every three years the Board reviews and approves a policy paper developed by the program director in each area. These papers serve to provide a basic road map for multi-year grantmaking, outlining work to

address the overall program goal and selected sub-area goals, along with their respective strategies and anticipated outcomes. Through annual reflection memos, program staff members assess progress and make adjustments as needed.

Over the near term, the Foundation will continue its focus on its three core programs of Workers' Rights, Criminal Justice, and Juvenile Justice – each of which recently engaged in a thorough policy review and assessment. With the arrival of a new president, the Foundation will review its Special Initiative on Civil Legal Aid and decide whether to move forward with it or consider the selection of another innovative initiative or program area.

Over time, as the policy and funding environments shift and evolve, and under the guidance of Public Welfare's new leader, the Foundation expects to engage in strategic review to determine its future programming, consistent with its mission, values, and operating principles.

Organization, Governance, and Finance

The 13 Public Welfare staff members work from offices in the True Reformer Building in Washington DC, a historic landmark purchased and renovated by the Foundation in 1999-2001. The senior leadership team comprises the president, three program directors, and the chief financial and administrative officer.

The Foundation is governed by an 11-member Board of Directors, including the president who serves as an *ex officio*, non-voting member. Board members can serve for up to three consecutive three-year terms, and may be eligible for reelection after being off the Board for at least one year.

The Board, chaired by Lydia Micheaux Marshall, is composed of a diverse and lively mix of professionals from business, academia, government, and social and community service who bring a range of interests and viewpoints but share a deep commitment to the Foundation and its mission. The Board convenes three times a year to review and, for levels not delegated to the president, approve staff grant proposals. In addition, Board meetings and the dinners that precede each meeting are enhanced by presentations from grantees and experts on the Foundation's program areas and other issues of interest. Standing Board committees include Audit, Finance, and Governance.

With current assets of more than \$480 million, the Foundation awarded approximately \$21.1 million in 157 grants in FY 2016, with an average grant size of \$205,000. Its FY 2017 operating budget is approximately \$26.1 million, with roughly \$21.4 million allocated for grants and the remainder for administrative and other program expenses.

In December 2016, Mary E. McClymont announced her decision to step down as President & CEO of the Foundation in late 2017, following seven years of extraordinary leadership. She will leave an institution that is strong in all aspects, engaged in strategic and cutting edge work, and well-positioned for its next phase of advancing social and economic justice.

President & CEO

The president is the Foundation's chief executive officer, overseeing all of the organization's activities and serving as a key spokesperson. The president reports to the Board of Directors,

with most regular interaction with the Chair, and serves as an *ex-officio*, non-voting member and officer of that Board.

The broad objectives for the President are as follows:

- Provide focused, imaginative leadership for the Public Welfare Foundation, ensuring that it continues, and wherever possible, strengthens its record of strategic, innovative philanthropy.
- Ensure that the Foundation stays nimble, bold, and responsive to changing conditions, new trends, and unexpected challenges. Lead ongoing strategic review to make sure all the Foundation's programming is well directed and achieving desired leverage and impact.
- Enhance the Foundation's profile and programmatic reach through strategic communications, including a heightened use of social media. Serve as an articulate, credible spokesperson for the Foundation – both its program directions in particular and its approach to philanthropy in general. Engage with leading thinkers, activists, and other funders in the Foundation's areas of interest. Circulate widely and build strong, effective collaborations with a range of partners.
- Keep Board members well informed about the Foundation's ongoing activities and provide them with concise, rigorously presented information to make sound decisions.
- Provide effective and efficient management of the Foundation. Attract, retain, and lead the strongest possible staff. Assess the organizational structure and make changes as appropriate. Hold all aspects of the Foundation's work to clearly defined, high standards of excellence and accountability.
- Work closely with the CFAO, Board Finance Committee, and outside consultants to monitor the performance of PWF's investments and maximize its risk-appropriate returns.

Qualifications and Experience

For this pivotal role, the Foundation seeks a leader who is deeply committed to PWF's mission, values, and approach. A generalist is preferred over someone who has narrowly specialized, and all candidates must have been an agent of change in some context, and must understand how change is propelled through strategic policy reform.

The qualifications of an ideal candidate include:

- Informed passion for the Public Welfare Foundation's mission, values, and legacy. A demonstrated commitment to working for social and economic justice.
- A track record of providing strategic leadership and effective management of an intellectually driven, complex organization. The more varied and broad the leadership experience, the better, including oversight of financial and human resources as well as program. Experience reporting to a governing board strongly preferred, and grant making or grant seeking experience would also be helpful.

- Social justice advocacy experience with understanding of public policy, legislative and political processes, the ways outside forces impact government, and the role of media and social communications in driving change. Strong networks and a breadth of contacts in these arenas nationally.
- Excellent strategic and intellectual abilities and analytic skills and a reputation for rigor. Entrepreneurial spirit and drive. Willingness to challenge conventional thinking, take calculated risks, and venture into controversial issues and challenging program areas that other foundations often will not address.
- Very strong written and oral communication skills. Experience with social media as an advocacy tool would be an advantage. Openness to new and innovative models of outreach, collaboration, and messaging.
- Deep respect for the grantee community and for the importance of its strong partnership with the Foundation.
- Demonstrated commitment to the value of diversity and inclusiveness.
- Outstanding interpersonal skills. Tenacity, pragmatism, energy, patience, and good humor.
- A graduate degree in a relevant field preferred but not required.

To Apply

Inquiries, nominations, and applications should be directed in confidence to:

Karen A. Wilcox, Vice President
Kahn Lee, Senior Associate
Isaacson, Miller, Inc.
1300 19th Street NW
Washington, DC 20016
kwilcox@imsearch.com
klee@imsearch.com

Please submit a resume and 1-3 page cover letter to www.imsearch.com/6099

Material submitted by March 31, 2017 will be assured full consideration.

*The Public Welfare Foundation is an equal opportunity employer
and actively seeks a diverse pool of candidates in this search.*

January 16, 2017