

 **W.K. KELLOGG FOUNDATION**
Our Children. Our Mission. Our Future.

Program Officer for Civic Engagement

**W.K. Kellogg Foundation
Battle Creek, MI**

THE SEARCH



The W.K. Kellogg Foundation, one of the nation's largest philanthropic organizations, is seeking a Program Officer for its Civic Engagement (CE) team. This is an opportunity to join the W.K. Kellogg Foundation at a time of renewed strength and recommitment to its core mission: improving the lives of vulnerable children. To fulfill this critical mission, a focus on Civic Engagement is essential, and this approach, along with Racial Equity, lies at the heart of Foundation's historical value system

and defines its unique contribution to the future of vulnerable children in American communities. The Program Officer for Civic Engagement will report directly to the Vice President for Programs and will participate fully in the team's objective to use CE to strengthen and create conditions that propel children to achieve success.

The Program Officer will provide leadership and oversight for on-the-ground execution of programmatic efforts that build public will; invest in new pipelines of leadership; foster public philanthropy and new models; and leverage new collaborations and partnerships for increased impact. S/he will screen and recommend grants for funding; conduct site visits; and manage and monitor a portfolio of grant programs aligned with the Foundation's new Strategic framework, and collaborate with the other Foundation programs to develop a more interdisciplinary approach to grant-making. The Program Officer will maintain strong, authentic relationships with grant seekers and grantees, and act as a spokesperson for the W.K. Kellogg Foundation, effectively communicating the Foundation's goal of working with communities to improve the lives of their children.

The ideal candidate for this position will possess a master's degree in a field relevant to the Civic Engagement approach and will have significant work experience in related fields, with strong networks and contacts, as well as a broad, generalist background with a deep and comprehensive understanding of program design and development, systems, networking, model development, and community change. S/he will have experience in public engagement dialogue and leadership development background, across all sectors, and a deep understanding of the community engagement field, organizations and systems. The ideal candidate needs to be an analytical thinker and possess an ability to assume leadership and management of a large body of work. In addition, s/he must excel in building teams internally and externally and motivating diverse players and partners.

The W.K. Kellogg Foundation has retained the executive search firm Isaacson, Miller to assist in this search. Inquiries, nominations, and applications should be directed to Isaacson, Miller at the address listed at the end of this document. All communications will be held in strict confidence.

HISTORY AND BACKGROUND

"It is my hope that the property that kind Providence has brought me may be helpful to many others, and that I may be found a faithful steward."

– W.K. Kellogg

The W.K. Kellogg Foundation was established in 1930 by breakfast cereal pioneer Will Keith Kellogg. During his lifetime, Mr. Kellogg donated \$66 million in Kellogg Company stock and other investments "to help people help themselves." When creating the Foundation, Mr. Kellogg told his staff to "use the money as you please, as long as it promotes the health, happiness, and well-being of children." Following his wishes, the Foundation was established as a child welfare organization that focused its initial work within the state of Michigan. Over the years, the W.K. Kellogg Foundation's programming has evolved, striving to remain innovative and responsive to the ever-changing needs of communities, while remaining grounded in Mr. Kellogg's legacy and concern for children.



Today, the Foundation receives its income primarily from the W.K. Kellogg Foundation Trust, which was also established by Mr. Kellogg. The Trust continues to own substantial equity in the Kellogg Company, in addition to its diversified portfolio. While the Kellogg Company and the Kellogg Foundation have enjoyed a long-standing relationship, the Foundation is governed by its own independent Board of Trustees and receives its income primarily from the Trust's investments.

From modest beginnings, with programs that served the health and education needs of youth in south-central Michigan, the organization has grown into one of the world's largest private foundations. As of December 2009, the Foundation and the Foundation Trust's combined assets totaled approximately \$7.355 billion. The Foundation continues to benefit from sound investment strategies, which provide consistent resources to support the mission and resulted in distributions for the last fiscal year of \$322 million toward programs and operations.

KELLOGG FOUNDATION LEADERSHIP

Sterling Speirn began his tenure as President and Chief Executive Officer on January 1, 2006, during a time when the Foundation's assets had recently expanded and its endowment had experienced considerable growth. He succeeded Dr. William C. Richardson, who retired from the post after ten years of service. Mr. Speirn came to the Foundation with a wealth of philanthropic and programmatic experience and is committed to expanding on the Foundation's already notable interdisciplinary grant-making, in the hopes of continuing the impact on empowerment of individuals to effect change in their lives. Under Mr. Speirn's leadership, the Foundation has successfully weathered one of the world's most devastating economic downturns and has emerged with a renewed strength and commitment to the core mission.

A talented group of senior administrators provide the Foundation with additional leadership. James McHale is the Senior Vice President for Programs, La June Montgomery Tabron is Senior Vice President/Chief Financial Officer & Treasurer, and Susan Katz Froning is General Counsel & Corporate Secretary. Joanne Krell is Vice President for Communications, and Gail Christopher, Gregory Taylor, and Anne Mosle are Vice Presidents for Programs. As head of the Family Economic Security and Civic Engagement teams, Anne Mosle will be the person to whom this position reports.

The Foundation's Board of Trustees is also critical to the leadership of the W.K. Kellogg Foundation. Currently comprised of ten members primarily from the Midwest region of the United States, the Board meets monthly in Battle Creek to attend full board sessions and serve on committees. Board members are actively involved in much of the work of the Foundation. They travel to sites to review programming and keep abreast of issues that might affect the work and future of the Foundation.

MISSION AND VISION

"The W.K. Kellogg Foundation supports children, families, and communities as they strengthen and create conditions that propel vulnerable children to achieve success as individuals and as contributors to the larger community and society."

In the last several years, the W.K. Kellogg Foundation engaged in a strategic planning process that built on the organization's enduring core values to create new and effective models for investments, grant-making, and programming efforts. The resulting Strategic framework created comprehensive change both in the internal workings of the Foundation and in its external initiatives. The new, innovative Framework seeks full integration of all aspects of the Foundation's work and outlines the organization's aspirations to make significant social change in the next decade. As part of this new Framework, the Foundation will lead dialogue, sustain communities, invest in opportunity, share expertise, advocate change, and forward progress, in order to meet the following organizational vision:

"We envision a nation that marshals its resources to assure that all children have an equitable and promising future – a nation in which all children thrive."

The pursuit of this mission and vision drives every aspect of the Foundation's work. As noted by Trustee and Board Chair Joseph Stewart, "the push is for equal opportunities, equal justice, and equal access to the American Dream; it is for the realization of equal human existence against the promise that "all men (persons) are created equal."

PROGRAM



In service to this new strategic mission and vision, the programming interests of the W.K. Kellogg Foundation focus on three key elements: **Education and Learning**; **Food, Health and Well-Being**; and **Family Economic Security**. The integration of these elements to help children learn, develop and stay healthy, and strengthen families all happen within the context of communities and places. The Foundation's work to improve the lives of children and families connects to different stages of a young person's growth, with a core focus on the early years of a child's life. To integrate each element into a community, three teams of Foundation staff members focus on the objectives of each dimension.

- **Education and Learning:** The focus of this program element is to build and align formal and informal systems that support family literacy and promote optimal learning outcomes for vulnerable children and youth.
- **Food, Health and Well-Being:** This program element seeks to build a healthy environment for children, families, and communities by addressing the social determinants of well-being.
- **Family Economic Security:** The aspiration of this program element is to build sustainable, multi-generational financial independence for vulnerable and low-

wealth families through sustained income generation and asset accumulation that increases economic opportunities, options, and choices for current and future generations.

In strategizing to integrate these elements into building partnerships and creating more thriving communities for children, the Foundation focuses on two approaches: **Racial Equity** and **Civic Engagement**, which cut across and infuse the three key elements. Teams of Foundation staff members also focus on the objectives of both of these dimensions.

- **Racial Equity:** The focus of this program approach is to undermine the root causes of the disparities that work to the disadvantage of people of color and achieve racial equity by removing present day barriers to equal opportunities.
- **Civic Engagement:** This program approach seeks to catalyze and scale civic and philanthropic engagement across and within diverse communities to strengthen vulnerable children, families, and communities.

Understanding the limitations of the Foundation's resources, the drive to make a clear impact, partnered with experience and history in working in communities, leads the Foundation to focus its work in three priority locations within the **United States: Michigan, Mississippi and New Mexico**. Naturally, there is potential for tremendous opportunity and innovation, and the Foundation will fund other promising ventures across the United States. However, the objective is to also bring the focus back to the places where the organization has a history of improving the lives of vulnerable children. Internationally, the focus of the Foundation's future work will be in **Northeast Brazil, Mexico and Central America**, as well as selected areas of **the Caribbean**.

CIVIC ENGAGEMENT

Along with Racial Equity, the Civic Engagement (CE) approach lies at the heart of the W.K. Kellogg Foundation's historical value system and defines its unique contribution to the future of vulnerable children in American communities. Children and their families need opportunities to play an active role in their community and a vibrant nonprofit and philanthropic sector to support the attainment of the common good. The philanthropic sector has seen significant growth, an increase in "new philanthropists" including women and minorities, and greater visibility in the public arena. These factors represent an opportunity for increasing partnerships between nonprofits and philanthropies and the public sector for the benefit of children.



The Civic Engagement approach centers on seeding change, sparking innovation, and bringing together people who might not normally come together to solve a problem. The Foundation must work to build the infrastructure that will allow this to happen, because without it, the programs, services, advocacy, speaking out, and positive change that the Foundation seeks will not materialize. Moving forward, the Foundation seeks increased efficiency, collaboration and racial equity and inclusion as it continues to invest for a stronger, more effective and responsive nonprofit sector.

Under the leadership of Anne Mosle, Vice President for Programs, the Program Officer for Civic Engagement will be a vital player in fulfilling the program's vision, which is to demonstrate the positive impact of increased civic and philanthropic participation on families and children living below two times the poverty level. It is an exciting and dynamic moment for the CE program and the Program Officer will work to track the success of the program's three core objectives:

CATALYZE civic engagement so that communities mobilize voices, resources, and solutions, to improve the lives of vulnerable children.

Success indicators:

- An increased pool of more racially diverse leaders.
- Measurable increases in the participation of lower-income people, people of color, and immigrants in aspects of public life.
- Evidence in Kellogg geographic locations of the effects of accelerated civic engagement.

ACCELERATE merging philanthropic partners, tools, and possibilities.

Success indicators:

- A growing number of strategic partnerships that effectively link local and national resources from all sectors, models, and strategies to impact the lives of vulnerable children, families and communities.
- Evidence in Kellogg geographic locations of new community models of public philanthropy that inform CE work nationally.
- Increase of 50 percent by 2020 in the assets (human and financial) of public philanthropy, and concrete evidence of its increasing impact on the lives of vulnerable children and their families.

INVEST TO LEVERAGE an effective nonprofit/philanthropic sector.

Success indicators:

- Increased collaboration for philanthropy enabling economies of scale, knowledge, transfer, and enhanced results.
- Increased effectiveness and community responsiveness of sector anchor institutions.

Just as the W.K. Kellogg Foundation will emphasize healing in its approach to racial equity, so Civic Engagement will emphasize greater diversity of both participation and leadership, as the Foundation ushers in a new era of social problem solving. The CE work is intended to be a hallmark of how all the Foundation's programs work with communities to improve the lives of their children.

THE PROGRAM OFFICER FOR CIVIC ENGAGEMENT

The Program Officer for Civic Engagement will join the Foundation at an exciting moment of innovation and renewed commitment to core values. The Foundation places a high value on internal collaboration and cross-disciplinary work, as well as external partnerships and collaborations.

The Program Officer will be focused on deliberative democracy, citizen participation and new models for movement building. S/he will join a diverse Civic Engagement team of Program Officers, Managers and Specialists. The staff is a high performing, self-motivated, and efficient team that is respectful of each person's contribution to the work; it is dedicated to the success of each individual and the unit as a whole. The staff values customer service and they are known for their responsiveness to the Board, to grantees and to the general public.

CHALLENGES FOR THE PROGRAM OFFICER

The responsibilities of the Program Officer for CE present an exciting opportunity for a leader who thrives in a culture that is entrepreneurial and collaborative; mission-driven and results-focused; and continuously transitioning and changing, while remaining rooted in deeply held values. The Program Officer will be expected to meet the following broad challenges:

Engage in and contribute to the implementation of the Strategic framework.

Drive the establishment of internal collaborations and capabilities in support of short- and long-term W.K. Kellogg Foundation strategies. Create pathways for full integration of the Foundation's work.

Maintain a wide breadth and depth of knowledge about trends, practices and issues relevant to social justice and civic engagement.

Investigate and deeply engage with the deliberative democracy movement and community engagement models. Use the full range of knowledge tools, including polling, academic studies, theories of social change, and citizen action, to inform decision-making in the development of a portfolio looking at new engagement models to encourage communities to move children forward.

Collaborate with and manage potential grantees to develop plans and projects for impact and funding strategies.

Possess an ability to be driven by immediate issues and opportunities found in communities, rather than being limited by the departmental organization of the Foundation's programs. Proactively engage people in communities in the framing of emerging issues and find creative ways to respond to their needs.

Create learning communities/cohort bodies/collaborative networks and develop and manage monitoring and evaluation components for grants.

Creatively attend to oversight and evaluation of grants that reach beyond individual measurements and build greater awareness of learnings through collaboration, networking and cohort analysis.

Build public will and awareness of issues affecting vulnerable children and families.

Serve as a credible, articulate representative and spokesperson for the Foundation. Communicate the program's strategic direction and particular funding interests to various audiences, internal and external to the Foundation.

QUALIFICATIONS AND EXPERIENCE

This is an outstanding opportunity for an innovative program leader to play an integral role in one of the most dynamic and important foundations in the country. The position requires confidence and creative vision, outstanding communication skills, and a clear commitment to the Foundation's mission.

An ideal candidate will bring the following professional experience and personal characteristics:

- Master's degree preferred in a field relevant to the Civic Engagement approach and significant work experience in related fields;
- Substantial experience in designing, delivering, and supporting programs to enhance the lives of people and communities;
- Sound understanding of social justice and civic engagement fields and theory, and the ability to develop program ideas and strategies and to communicate the conceptual framework for the programs effectively to grant-seekers and trustees;
- Deep understanding of the civic engagement field, organizations and systems, and a track record of building social change philanthropy, including community-based philanthropy;

- Experience in building leadership development strategies and models, based in community institutions;
- Experience in building leadership development programs in education, family economic security, and food, health and well-being;
- Understanding of nonprofit organizational development, sustainability and accountability;
- Understanding and proven track record in building public, private and systemic partnerships, and experience working in diverse communities;
- Experience in new technologies and social networking media;
- Experience with program-related investments (PRIs);
- Strong analytical thinker skilled in identifying and applying learning and knowledge generated from internal and external work, partners and colleagues;
- Strong communication skills: excellent writer, active listener and consummate public speaker;
- Unwavering commitment to the value of diversity and inclusiveness in a productive and dynamic work environment that strives for optimal organizational effectiveness;
- Demonstrated experience in collaborative decision-making, a generalist approach and the ability to thrive in team-based environments;
- Strong planning and facilitation skills, personal drive, patience with process issues, internal meetings and willingness to give proper attention to administrative detail;
- Outgoing, optimistic personality and strong interpersonal skills to work effectively with a wide variety of people;
- Culturally competent, politically savvy, and emotionally intelligent;
- Spanish language skills highly desirable;
- Sense of humor.

TO APPLY

The W.K. Kellogg Foundation has retained the executive search firm Isaacson, Miller to assist in this search. Please direct nominations, inquiries and application materials, including a cover letter, resume and a list of references, in confidence, to:

**David A. Haley, Vice President & Director or
Carolyn K. Plant, Associate
Isaacson, Miller
334 Boylston Street
Suite 500
Boston, MA 02116-3899
3971@imsearch.com**

Electronic submission of materials is strongly preferred

The W.K. Kellogg Foundation is an Equal Opportunity Employer and proudly values diversity. Candidates of all backgrounds are encouraged to apply.

Additional information on the W.K. Kellogg Foundation may be found at: www.wkkf.org