



CARLSONBECK

EXECUTIVE SEARCH FOR PHILANTHROPY & NONPROFITS

Position Specification



Chamberlin Family Foundation



Education Matters

Chief Executive Officer

12 February 2019



Carlson Beck advises Chamberlin Family Foundation and Education Matters on the basis of an exclusive consulting engagement.



POSITION SPECIFICATION

CHAMBERLIN FAMILY FOUNDATION AND EDUCATION MATTERS

THE POSITION: CHIEF EXECUTIVE OFFICER

REPORTS TO: FOUNDERS AND DIRECTORS

LOCATION: EL CERRITO, CALIFORNIA

THE ORGANIZATION

Mission

The Chamberlin Family Foundation, founded in 2006, and Education Matters, which dates from 2013, are primarily engaged in the West Contra Costa (“WCC”) community. The shared mission of the Chamberlin Family Foundation and Education Matters is to **improve educational outcomes for all students in the community and support them to reach their full potential, by assuring an excellent school for every child in every neighborhood.**

Overview

The West Contra Costa County Unified School District encompasses the communities of Richmond, San Pablo, El Cerrito, Hercules, Pinole and various unincorporated areas. The District has about 33,750 students in district and charter public schools. It is governed by a five-member elected school board.

While the District overall has seen very modest growth in reading and math proficiency the Kennedy and Richmond families of schools (a family is a group of feeder elementary schools, one middle school and one high school) have remained stagnant. Over 82% of their students are below proficient in English language arts and 91% in math. The District average is 66% of students below proficient in English language arts and 77% in math. Charter school performance is somewhat better but not dramatically so.

In addition to funding within West Contra Costa, the Foundation supports a few statewide and national efforts aligned with the mission as well as a limited amount of funding in Hawaii.

The Work

The Chamberlin Family Foundation (“CFF” or “the Foundation”) fulfills its mission by investing in people and ideas that create excellent K-12 public schools – in particular, focusing on the educational needs of those students who are too often left behind.

Education Matters (“Ed Matters” or “EM”) works to ensure that there will be highly effective community leaders who are informed, aligned around and accountable for excellent public schools, by providing reliable information to ensure educationally and fiscally sound decisions for the students and the community.

Both entities are aligned in their vision as one organization.



Governance

Stephen and Susan Chamberlin are the Founders and sole Directors of the Foundation. They are part of the four-member Board of Directors of Education Matters. An Advisory Committee to the Foundation Board meets regularly and will support the long-term succession of the mission.

Operations

The Foundation invests and hires consultants to implement certain programmatic elements. It does not accept unsolicited grant applications. Ed Matters advocates directly in the public arena and supports District school board candidates.

Currently the total staff count is five, excluding the current Foundation Executive Director who is on medical leave. The entire staff operates and functions within both entities. Back office support and property management for school facilities are currently provided by three people who are off-site. They will be fully integrated into the office staff at a single location by late 2019/early 2020. The Chamberlins anticipate the staff remaining close to current levels for the near term.

The Chamberlins have created four school facilities that are currently leased to two Charter Management Organizations. These four facilities have capacity to serve 2,600 students.

Goals and Achievement

The Foundation has invested over \$27.5 million in twelve years. The intention is to double the annual investment amount over the next ten years, or approximately \$5 million annually.

In 2016 the Foundation's five-year goal was to advance and support change that would double the number of economically disadvantaged students on track for college and career through exceptional schools in West Contra Costa USD.

The organization has made progress in all these areas, notably more high quality educational opportunities for underserved students through charter schools, more teachers and school leaders through high quality talent pipelines, and more school board members who put children first.

The Chamberlins are strong believers in the necessity for sustainable and systemic change. Programs and interventions that rely strictly on philanthropy are temporary fixes.

For additional information on Chamberlin Family Foundation and Education Matters, please see www.cffoundation.net and www.ed-matters.org, respectively.

THE POSITION

The Chief Executive Officer ("CEO") will have overall strategic and operational responsibility for the organization, implementing the unified vision of both Boards. The CEO will manage all the programmatic and administrative activities of the organizations. The CEO will report to both existing Boards and should expect to work closely with the Chamberlins.



The CEO is expected to collaborate and develop trust with the community and partner organizations, other funders, and charter management organizations working in the community; to develop new and expanded philanthropic opportunities; and to mentor and lead other staff members.

The organization does not accept public contributions; there are no fundraising demands on the CEO. The full-time position is supported by existing legal, accounting and investment professionals.

West Contra Costa County is economically and racially diverse; Richmond is particularly economically challenged. Any candidate must be familiar with and at ease in these environments.

The Challenge and Opportunity

This is an exciting opportunity to be in a game-changing role with a critical organization in education excellence investing in an under-resourced community. This CEO position is an opportunity to play a long game of systemic improvement in education in a focused effort with West Contra Costa Unified School District with incremental successes. This is a deeply immersive, hands-on, engaged leadership role, working with highly participatory, passionate Founders and Directors, attentive board members, and high caliber, deeply experienced education and philanthropic program staff.

The challenge of this position is likely the rate of change and improvement affected by the Chamberlin Family Foundation and Education Matters, as well as the CEO's ability to be persistent, patient, and to stay positive in an oftentimes fractured educational environment. The challenges and advantages of private family philanthropy will be part of this CEO's professional landscape and dynamic. Making and measuring impact will be an ongoing challenge to the CEO, the two entities, and the staff and Boards, as it is with the larger education reform movement.

Responsibilities

Organizational Leadership & Strategy

- Understand and clearly communicate the mission of both entities, and ensure decisions are made in concert with them.
- Lead the creation of a shared vision among Board, staff and external groups that is aligned with the mission.
- In collaboration with the Boards and staff, and building on existing goals and strategies, develop five- and ten-year plans of action and priorities, with clearly articulated milestones, deliverables, and outcomes.
- Establish a strong working dynamic with the Founders and Directors promoted by frequent interaction and communication regarding the goals, objectives and outcomes.

Community Building and External Relations

- Develop an understanding of, or expand upon current knowledge of, local and state organizations and institutions active in K-12 education.
- Develop effective relationships with other organizations working in the WCC community, with the senior administration of the WCCUSD as well as the school board. Understand the political environment that frames these players.
- Develop communications strategies that effectively convey both mission and values that support the programs and grantees as well as raise community awareness of education issues.
- Lead collaborative efforts with the community to elevate their stories about necessary change.

- Contribute to vision and thought leadership in the K-12 sector through convenings and public speaking.

Capacity Building and Operations

- Work collaboratively for greater impact, both internally and externally, discerning approaches, methodologies, and outcomes.
- Clarify and communicate charter school assessment and performance within larger public education framework.
- Implement, review and evaluate CFF and EM's impact over time.
- Oversee the work of staff in developing programmatic, grant making and evaluation strategies that are effective and well implemented.
- Ensure that the actions of the Board and staff are in accord with all applicable family foundation regulations as well as ethical standards.

Organizational and Fiscal Management

- Oversee financial management administration and systems, including developing annual budgets.
- Create a positive and productive work environment with staff who are properly selected, mentored, evaluated on a regular basis, professionally developed, and retained.

CANDIDATE QUALIFICATIONS/EXPERIENCE

Education: A Bachelor's degree is required; an advanced degree is preferred.

Experience: Minimum 10 years of experience serving as Executive Director or CEO or in senior leadership positions at a foundation, a nonprofit or an educational institution or system, e.g., county school district.

Possess a passion for the mission of the Foundation and of Education Matters with high integrity to serve a broad-based community.

Experience working in California education with knowledge of the education code, politics, districts, manifesting in a deep, practical and, ideally, hands-on understanding of public education policy development and advocacy, district level operations and decision-making processes, as well as charter school management and operations.

Ability to lead an organization through incremental actions and impact, including the ability to navigate the complex and dynamic landscape of public education, build coalitions, advocate on behalf of students and families, and affect systemic change.

Demonstrated expertise in working with a board of directors in all aspects of strategic planning, including managing change and transition processes.

Operational experience in directly managing the legal, financial, human resources and programmatic functions of a small organization.

Demonstrated achievement in working collaboratively across sectors -- other funders, nonprofit organizations, government agencies, diverse community groups, businesses and media -- toward shared goals.



Strong collaborative management skills, able to develop, mentor, and retain high performing diverse staff.

Proven ability to effectively influence others, express the appropriate level of assertiveness and empathy, and communicate with people up and down the power structure.

Experience with family foundations is highly desirable.

COMPETENCIES/ATTRIBUTES

The successful candidate will **be**:

- Passionate about the Foundation's and Ed Matter's mission of education reform;
- A visionary leader with unquestionable integrity; an excellent listener, open to questions, responsive, and comfortable not having all the answers;
- Honest, genuine, and comfortable sharing ideas irrespective of agreement or disagreement;
- Brave and authentic, able to speak the truth even when unpopular, inconvenient, or difficult to hear;
- Energized by externally facing responsibilities including sharing the Foundation's and Ed Matter's story to the broader community and listening to their stories;
- Culturally competent, with an appreciation of and comfort level in working with a wide array of diverse groups and individuals;
- Able to collaborate and develop consensus among multiple stakeholders with proven expertise in building authentic and lasting relationships;
- Articulate and at ease speaking in public as well as effective in small group and one-on-one meetings; and
- Unprepossessing and grounded with a powerful story in the community.

The successful candidate will **possess**:

- Passion for social justice issues;
- Excellent oral and written communication; skilled at candid and transparent discussion;
- Demonstrated well-honed interpersonal skills manifested internally and externally, be relationship-oriented in interactions;
- Ability to make difficult decisions or take unpopular stances and withstand the external criticism when necessary;
- Credibility with community groups based on hands-on education experience in the California public school systems;
- Persistence and humility; strength of character to not take words or actions of disagreement personally;
- The ability to bridge differences effectively with a wide array of diverse groups and individuals;
- A track record of inspiring, mentoring, developing and retaining staff; and
- A flexible and balanced approach to work and life, including evidence of personal engagement and community involvement outside of professional activities.

COMPENSATION

A compensation package, including a comprehensive benefits package, will be offered, commensurate with experience.



For additional information regarding this opportunity, please contact:

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