



Executive Director

Our mission is to help people and places move out of poverty and achieve greater social and economic justice.

The Mary Reynolds Babcock Foundation, located in Winston-Salem, North Carolina, assists people in the Southeastern United States to build just and caring communities that nurture people, spur enterprise, bridge differences and foster fairness. With an endowment of approximately \$150 million, the Babcock Foundation supports organizations and networks that work across race, ethnic, economic and political differences.

The Foundation believes in the responsibility and power of individuals – including youth and young adults – to improve their own lives and to act collectively to increase opportunity for themselves and their communities, within the context that social and economic transformation in low-wealth communities requires changes in historic disinvestment patterns and removal of structural barriers. They value democracy and inclusiveness, and believe in working with people in low-wealth communities to shape their own destiny.

The Foundation supports local, statewide and regional nonprofits in the Southeastern United States that have track records of helping low-wealth people build assets and transform economic conditions in their communities. They fund grassroots groups and networks in low-wealth communities that are poised to expand their scale of impact, and also support statewide and regional organizations and networks that are achieving large-scale impact. They are interested in both new approaches and proven strategies that link together grassroots and larger organizations.

The Foundation, created in 1953 by a \$12 million bequest from Mary Reynolds Babcock, daughter of R. J. Reynolds, is value driven. The Board includes both family and nonfamily trustees. Both Board and staff exemplify a bedrock commitment to democracy, civic participation, community values and providing “those without a voice a place at the table.”

BASIC FUNCTION

Reporting to the President and the Board of Directors, the Executive Director will provide the overall leadership, strategy and direction for the Foundation, manage all operations and activities, and articulate both internally and externally the sense of urgency surrounding the fight to “help people and places move out of poverty.” The Executive Director will leverage the Foundation’s power to convene, help set the strategic direction and focus, and continue the efforts to promote effective results-oriented philanthropy. 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.

Working closely with trustees, the Executive Director will translate Board objectives into specific plans for achievement and facilitate impactful giving and program strategies in the Southeastern United States. He/she will review, evaluate and enhance the effectiveness of the Foundation's grant making and partnership initiatives and program and mission-related investments (PRIs and MRIs). Operating within the parameters of the Foundation's current 10-year strategy, in place until 2014-2015, the Executive Director will: identify new initiatives; take risks as appropriate; and implement policies, procedures, goals and objectives outlined by the Board in the 2010 Program Review "Helping People and Places Move Out of Poverty: Progress and Learning" (ref. www.mrbf.org). Moving forward, the Executive Director will take ownership of the Foundation's 10-year review, with the intention of building upon or redirecting strategy. The Executive Director will contribute to future thinking, planning and grantcrafting.

The Executive Director will manage a dedicated staff of 11, ensure sound communications internally, and oversee the program work and operations including office administration, human resources, accounting and reporting, and legal compliance. He/she will work closely with the investment committee of the Board to oversee the management of the assets and resources of the Foundation. The Executive Director will serve as a spokesperson and public face for the Foundation, representing its mission and purpose to diverse constituencies regionally and nationally.

KEY PRIORITIES

Following the tenure of a successful long-term leader, the Executive Director will ensure a sound and smooth transition of executive leadership and, within the first 12 to 18 months, will:

- Become knowledgeable and gain insights into the Foundation's history, mission, culture, programs, constituencies and infrastructure in order to further the Foundation's legacy and commitment to engaged philanthropy;
- Establish an effective partnership with the Board and its President, gaining their confidence and forging relationships that respect governance principles; work with individual Board members to maximize their input and efforts; communicate clearly and effectively to the Board how the Foundation's strategies are being implemented and how the results are being evaluated;
- Quickly grasp the urgency of the Foundation's work and the need to be generative and not complacent; look for new – and possibly unexpected – ways to forge partnerships with nonprofits, other philanthropies, government and business to leverage the impact of the Foundation's work in the region; 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 across the region;



- Build strong relationships with the staff and work closely with them to foster cohesiveness; set benchmarks with staff and hold them accountable; ensure that the Foundation's strategy and the work of its staff reflect the Foundation's values and mission;
- Begin to conceptualize and prepare for the Foundation's next 10-year review coming up in 2014-2015; analyze the results of the current decade review as a launch point for establishing new directions and/or strategies.

ONGOING RESPONSIBILITIES

Additionally, the Executive Director will:

- Make best use of the Foundation's convening and communications power, and share best practices with others to inform and enhance the work of the Foundation and the field;
- Become conversant with and develop a critical perspective on emerging directions in philanthropy in order to inform the Board about new ideas and approaches to consider;
- Work with the Board to develop ways to bring the next generation of family members closer to the work of the Foundation in anticipation of younger family members joining the Board in the near future;
- Review the Foundation's administrative and management systems, internal policies and procedures; make and implement recommendations for their continued enhancement;
- Present budgets and work plans for Board approval and manage within the financial and programmatic parameters established by the Board; provide effective information and communication systems to support the Board and the Foundation's operations;
- Maintain an efficient process for initiating, managing, reviewing and evaluating grant requests and Foundation strategic directions; further develop the Foundation's cutting-edge outcomes tracking system.

IDEAL EXPERIENCE

The Executive Director should have the following experience and qualifications:

- A demonstrated commitment to social action and economic justice; expertise in some aspect of the Foundation's work is preferred; ability to lead with humility while balancing an appetite for influence;
- A history of accomplishment in current and prior positions in the nonprofit, public and/or possibly business sectors; senior-level managerial experience with proven ability to



strategically lead and manage an organization; a demonstrated record of converting vision into working programs; a mix of professional experiences is preferred;

- A thoughtful, strategic approach to and understanding or knowledge of the nonprofit sector; experience as a foundation officer or as a grant seeker is a plus but not required;
- Direct experience in or knowledge of the Southeastern United States; if the candidate does not come from the region, he/she must demonstrate an understanding of its distinct resources, needs, culture and mores;
- Experience working with a board of directors; an understanding of roles and responsibilities and ways of underscoring a close relationship with staff;
- A strong track record as a motivator, collaborator, entrepreneur, innovator and builder of partnerships;
- A level of comfort with bringing together and building trust among diverse groups to promote a common cause;
- Experience in conceiving, analyzing, implementing and evaluating program initiatives and/or grants in fields relevant to the Foundation; broad understanding of public policy issues;
- Experience communicating effectively and openly, both verbally and in writing, with a broad range of individuals and organizations.

PERSONAL CHARACTERISTICS

Ideally, the individual should have or be:

- Respect for and commitment to the Foundation's history, mission and family; an appreciation for the Foundation's philosophy and values; enthusiasm for promoting the work of the Foundation and addressing its critical issues to ensure overall organizational success and strength;
- A naturally consultative and inclusive leadership style; a visionary with the maturity, confidence, wisdom and collaborative skills necessary to garner the trust and confidence of the Board, staff and partners; the inherent knowledge of when to step back and when to step up, both internally and externally, on behalf of the Foundation;
- A convener and relationship builder; able to share, learn and listen effectively with sensitivity to the interests of all at the table and to build consensus and inspire strong enduring partnerships;



- Deep emotional intelligence to deal effectively with a diverse board and staff and multiple constituencies across differing regions and varied content areas;
- Able to think conceptually, critically and strategically; intellectually curious, with an openness to new ideas; good strategic sense;
- The knowledge to assess risk, take risks in a prudent fashion, and acknowledge and learn from failure;
- An ability to lead by example; a sense of humility; patience, humor and poise.

Nominations and contact information should be sent to: MRBF@PhillipsOppenheim.com.

For additional information on the Mary Reynolds Babcock Foundation, please visit www.mrbf.org.

Mary Reynolds Babcock Foundation
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PHILLIPS OPPENHEIM