



Steelcase Foundation

POSITION: President & Chief Executive Officer

REPORTS TO: Board of Directors

LOCATION: Grand Rapids, MI

VISION

We empower people to reach their full potential.

MISSION

The Steelcase Foundation has two mission-based grantmaking priorities, both of which highly value social justice.

Our primary focus is to cultivate quality, accessible public education and communities that empower children birth through 12th grade to realize their full potential through:

- Accessible, quality early learning experiences
- Development of highly effective teachers and school leadership
- Parent/caregiver development, engagement, and advocacy
- Age-aligned literacy program access, improvement and achievement
- Removal of learning barriers and impediments for children
- Development of 21st Century curricula and practices

Our secondary focus is to foster the vibrancy of communities by supporting artistic and social efforts.

VALUES

- **People:** We have a sense of responsibility to others and are committed to improving the human condition.
- **Partnerships:** Partnerships are at the heart of success. Collaboration accelerates listening, learning and working together to achieve the best possible outcomes.

- **Diversity & Inclusion:** Organizations operate best when there is clear representation of the people they serve, at every level.
- **Integrity:** Our relationships are conducted with high integrity, respect and fairness.
- **Humility:** Our work is our primary focus; our public presence is understated.
- **Innovation:** We are a passionate agent of innovation, encouraging risk-taking and new approaches to achieve desired results.
- **Results:** We support diligent, highly responsive accountability and continuous improvement to achieve meaningful results, with lasting impact.

ABOUT STEELCASE FOUNDATION

At the Steelcase Foundation, we empower people to reach their full potential. Quality, accessible public education is paramount to achieving this vision, as well as generating education, work and cultural opportunities. The Steelcase Foundation uses a social justice lens to evaluate projects that improve equity and opportunities for everyone in Steelcase Inc.'s founding community of Grand Rapids, Michigan (Kent County) and in Athens, Alabama (Limestone County), where Steelcase operates a large manufacturing facility.



The Foundation was established in 1951 by Steelcase founders and original trustees, Walter Idema and David Hunting Sr., to support “charitable, scientific, literary, and educational causes.” Although the Foundation is a separate and independent entity from the Steelcase corporation, the founding families believed that the people of their communities should share in the success of the Steelcase corporation. Today, the Foundation supports projects that drive systemic change in Steelcase’s home communities,

with a goal of directing 60 percent of the annual budget toward education. With assets of more than \$100 million, the Steelcase Foundation provides between \$4–5 million in grants each year to programs that have the power to address societal inequities and change people’s lives.

The Foundation prides itself on its success at convening and engaging involvement from an entire community of people, community foundations, nonprofit leaders and staff, private citizens and public officials, volunteers, advocates, collaborative funding partners, and the people who are living daily with the issues we seek to address. Engaging people toward social change brings results that are far more indelible—longer lasting and farther reaching. The Foundation has demonstrated courage and often out-of-the-box thinking, funding innovative and at times controversial initiatives.

Further, the Foundation lives out its values through imposing rigor in the vetting, grantmaking and reporting processes; this rigor has the benefit of providing grantees with an unofficial “seal of approval” as they approach other grantmaking foundations.

THE OPPORTUNITY

The next President & CEO will have the opportunity to lead a foundation that, during the past 69 years, has built an impeccable reputation and has had a profound positive impact on the community, with exceptional standards in its grantmaking and high accountability from its grantees. The Foundation's mission and values are enjoying strong synergy with current events, as both philanthropy and society as a whole are engaged in broad dialogue about social justice, impact and the testing of innovative ideas and solutions.

The next President & CEO of the Steelcase Foundation will assist the Board in a strategic reassessment of how best to move forward in fulfilling the foundation's mission. The President & CEO will have the remarkable opportunity to participate in, and to help guide, a review of how best to focus grantmaking efforts and how to



achieve the greatest positive impact in the communities of the Foundation's choosing. In maximizing impact, the President will help the Board identify grantmaking opportunities where multiple core remedies to poverty (e.g., education, inclusion and economic development) are simultaneously addressed. The President & CEO will have the opportunity, further, to help the Board develop a framework for prioritizing legacy grants versus, or in addition to, grants in education, diversity and social justice. This strategic planning process will include an examination of social justice that will then inform the Foundation's grantmaking strategy.



In addition to reviewing and mapping out the Foundation's grantmaking focus and strategy, the next President & CEO will assist the Foundation in reviewing critical issues of leadership and governance. The President & CEO will help the foundation publicly convey the distinction between the Steelcase Foundation and the Steelcase Corporation's corporate giving program. Further, the President will help to develop key governance and succession structures.

Related work in board development will help the Foundation attain balance and perspective through legacy, leadership and diversity.

Last but not least, the President & CEO will have the opportunity to play an active role in the West Michigan community, as well as in systems design and advocacy for accessible, quality education. Finally, this position provides a high-profile platform to be a part of meaningful conversations and initiatives that directly impact leaders, organizations and communities. The next President & CEO will continue the tradition of being a valued member of a group of community influencers who can help shape the future of the region and who can also contribute to innovation and thought leadership in education.

POSITION SUMMARY

The President & CEO is responsible for managing the Steelcase Foundation and for recommending and administering the disbursement of grants from the Steelcase Foundation to designated non-profit service organizations, programs and projects within the communities where Steelcase has manufacturing plants. The President & CEO will have the following responsibilities:



1. Be aware of social welfare, health and cultural activities in the communities in which Steelcase operates. Have a good understanding of the priorities regarding various community needs. Work closely with the Steelcase Foundation trustees in appraising and evaluating such needs as they relate to potential Steelcase Foundation grants.
2. Administer all affairs of the Steelcase Foundation, including supervision of the performance of the fiduciary trustee. Also includes preparing for and managing growth of the Foundation.
3. Review applications received from non-profit organizations requesting grants from the Steelcase Foundation.
4. Recommend which organizations should be considered for receipt of a grant based on the analysis of information supplied on the application and through independent research and knowledge of the organization.
5. Advise or counsel community organizations seeking financial aid or guidance from the Steelcase Foundation.
6. Communicate regularly with Steelcase corporate leadership on the synergies between the company's community involvement and the Steelcase Foundations' grantmaking.

CANDIDATE PROFILE

The Steelcase Foundation seeks an accomplished and strategic leader who is passionate about accessible, quality early childhood and K-12 public education and social justice and who has strong alignment with the mission and values of the Steelcase Foundation. This individual will have the innate ability to build relationships

quickly and will display strong leadership qualities of empathy, honesty, integrity and intelligence.

The person we seek must possess the core strengths of critical thinking and strategic planning ability. They will be skilled in organizational management and development, with a minimum of five to ten years of senior leadership experience. This person will possess well developed administrative skills, including strong financial acumen and a working understanding of investments. Most important, they must be a systems thinker who understands how to assimilate and translate diverse thoughts into actionable and cohesive foundation and public policies.



They will have exceptional written, verbal and presentation skills, with an emphasis on being a clear communicator. The well qualified candidate will demonstrate an ability to be comfortable and engaged in a broad variety of social settings; this person will effectively communicate and collaborate with a broad and diverse range of individuals throughout the community. This person must be comfortable collaborating



with corporate executives and public officials, while also being comfortable rolling up their sleeves for working sessions with nonprofit and community organizations. Strong diplomacy, persuasiveness and credibility will be needed in order to communicate with a wide variety of audiences and to build strong collegial relationships.

A track record of successfully engaging with an active and participative governing board must be evident. This person will establish and maintain a climate of trust in all leadership and board related matters. He or she will also maintain a learning environment and encourage active inquiry by the Board in pursuit of organizational effectiveness. The successful candidate will demonstrate the ability to consistently engage in high level conversations with Board members leading to strategic development and action for the Foundation. The candidate will bring new ideas yet be resilient and flexible enough to face resistance to these ideas.

The individual must be a strategic thinker and problem-solver without seeking or desiring to solve every challenge themselves; a healthy and intentional reliance on staff and board members is required. Humility and an attitude of servant leadership will be effective traits in harnessing the efforts of others and in furthering the legacy of the Steelcase Foundation.

A bachelor's degree from a four-year college or university is required. A candidate with experience working with nonprofit organizations is preferred.

To apply, please send a current resume and letter of introduction to Kittleman & Associates, LLC at <https://bit.ly/3hdOOLH> (click on the Apply button at the bottom of the page). For more information about the Steelcase Foundation, visit www.steelcasefoundation.org.