Managing Director, Health
Troy, Michigan

Expanding opportunities in America’s cities

EXECUTIVE SUMMARY

The Kresge Foundation was founded in 1924 to promote human progress. Today, Kresge fulfills that mission by leveraging a full array of grant, loan and other investment tools to scale innovative, collaborative, cross-sector and multidisciplinary approaches to foster economic and social change. Kresge does this through Arts & Culture, Education, Environment, Health, Detroit and Human Services programs, in partnership with the American Cities Practice and Social Investment Practice, while working collectively to expand opportunities for people with low incomes in America’s cities. Building on a strong track record of innovation in health, the Foundation now seeks nominations and applications for a Managing Director to provide vision and leadership to its Health Program.

The Health Program works across sectors to influence institutions, advance policies and practice, elevate community priorities, and develop leaders with the ability to transform systems – all with an eye to achieving health equity for people with low incomes in America’s cities. It partners with communities to address upstream factors of health such as safe and stable housing, fresh food, clean air, and community centered health care. Heading into the fourth quarter of 2019, the Health Program provided more than $16.4 million in grants to 46 organizations with a focus integrating health and human services, institutional investments in community health, and community-driven solutions to improve well-being.

The new Managing Director will lead a strategically aligned, cross-programmatic vision and strategy for grantmaking and social investing for the Health Program; collaborate with other program areas to identify and leverage collaborative grantmaking opportunities that address complex multi-dimensional challenges facing communities; manage and support the development of the Health Program team; and represent Kresge and cultivate relationships with external partners, grantees, and other foundations.

Ideal candidates will possess a deep and demonstrated commitment to building equity-focused systems of health that create opportunities for all people to flourish and achieve health and well-being. He/she/they will have a sophisticated understanding of the role that philanthropy can play in supporting and advancing health through community partnerships and systems change to address inequities and familiarity with the unique landscape and diversity of cities and the factors that impact health. Additionally, he/she/they will be a seasoned leader with at least 10 years of experience leading programs or initiatives in a field relevant to philanthropy, community development, public and population health, health equity, health systems, or a related field. The Managing Director will be an experienced team leader and manager with the ability to move and manage people toward a shared vision, and proven ability to establish communication and management structures that support team effectiveness. A bachelor’s degree is required; a master’s or terminal degree in a
related field is preferred. This is an exciting opportunity to lead a highly regarded portfolio in a creative and innovative environment with the goal of improving health in America’s cities.

This search is being conducted by Katherine Jacobs, Carolyn Ho, Cara Pearsall, and Catherine Seneviratne of NPAG. Application instructions can be found at the end of this document.

ORGANIZATIONAL OVERVIEW

The Kresge Foundation is a $3.6 billion private, national foundation that works to expand opportunities in America’s cities through grantmaking and social investing in arts and culture, education, environment, health, human services and community development. Additionally, with offices in Detroit and other concentrated activity in Memphis and New Orleans, Kresge collaborates with civic, nonprofit and business partners to promote and expand long-term, equitable opportunity in priority cities.

Established in 1924 with an initial gift of $1.6 million, Sebastian Spering Kresge founded The Kresge Foundation to promote human progress through the support of fundraising campaigns to build capital projects that, over the years, have contributed to the creation of the nation’s nonprofit infrastructure. In 2006, the Foundation embarked on a multiyear transition to redefine and expand its approach to meet the needs of the 21st century. What emerged is an innovative model of philanthropy that views complex issues in their entirety and responds to community needs through measured risk while employing an array of grantmaking and social investing tools to help expand opportunities for people with low incomes living in America’s cities. The Kresge Foundation’s values – stewardship, respect, creativity, partnership, opportunity and equity – embody its deepest commitments as an organization and guide how it works both internally and externally with communities, grantees, and partners.

In 2018, the Board of Trustees approved 426 grants totaling $105.6 million and made seven social investment commitments totaling $27.9 million. Kresge awards operating support, project, and planning grants to advance strategic objectives across its programs:

- The Arts & Culture Program focuses on how equitable Creative Placemaking – arts, culture, and community-engaged design as central elements of community development and planning – can contribute enhanced pathways for people with low incomes to lead self-determined, healthy lives and to contribute to more just systems.
- The Education Program funds organizations and networks of institutions that prioritize improving the education outcomes and experience of students from families with low incomes and under-represented racial and ethnic groups, especially those living in cities.
- The Environment Program helps urban leaders across the public, private and nonprofit sectors make decisions that will shape the form and function of their communities by investing in building capacity and commitment to advance equitable climate resilience, strengthening the evidence base and developing tools, and transforming key urban systems.
- The Health Program works across sectors to influence institutions, advance policies and develop leaders with the ability to transform systems, partnering with communities to make sure that people with low incomes have access to safe, affordable housing, fresh food, clean air, primary care and economic opportunities.
- The Human Services Program works with local, state and national partners who are reimagining support systems and co-creating solutions with children, families to meet them where they are and provide the supports they need to achieve well-being and reach their full potential.
▪ The *Detroit* Program collaborates with civic, nonprofit and business partners to promote and expand long-term, equitable opportunities in Kresge’s hometown for its current and future residents.

▪ The *American Cities Practice* elevates what Kresge is learning in Detroit for the benefit of partners working in more than 230 cities across the nation. Through its grantmaking, the practice seeks to understand how cities are addressing challenges such as economic restructuring, fiscal collapse, infrastructure needs, racial and economic inequity, inclusive growth, natural disasters, and resource demands.

In order to realize opportunities across programs, Kresge has also invested in a *Social Investment Practice* which complements the Foundation’s grantmaking with loans, deposits, equity investments, and guarantees. These funds often address funding barriers, draw other investors to projects and make capital available in otherwise disinvested communities.

THE HEALTH PROGRAM AT KRESGE

Established in 2006, the Health Program builds equity-focused systems of health that create opportunities for all people to achieve well-being. The team’s investments fall into the following focus areas:

**Integration of Health and Human Services**
In partnership with the Human Services Program, the Health Program works to create more seamless, effective, and sustainable interventions that advance social and economic mobility and improve the health and well-being of people and communities.

**Institutional Investments in Community Health**
The Health Program aims to influence the investment policies and practices of institutions to create equitable and sustainable economies that contribute to healthy communities and build the capacity of community-based organizations to absorb and deploy investments.

**Community-Driven Solutions**
The Health Program partners with communities to drive locally determined solutions and policies that influence systems, services, and practices to create equitable conditions that improve well-being.

The Health Program is considered an innovative force within health philanthropy nationally, characterized by an approach that advances health within the broader context of cross-disciplinary community development, and a portfolio that holistically addresses the social determinants of health. One of the hallmarks of the Health Program’s approach is its track record of partnering with other Foundation programs on grants and initiatives that include:

- **Fresh, Local & Equitable** – a partnership with the Arts & Culture Program
  Through funding, technical assistance and networking opportunities, Fresh, Local & Equitable (FreshLo) supports organizations implementing innovative approaches that blend healthy food, economic development and Creative Placemaking – the intentional integration of arts, culture and community-engaged design – to drive revitalization in historically marginalized communities.

- **Climate Change, Health, and Equity Initiative** – a partnership with Environment Program
  The Climate Change, Health, and Equity Initiative includes three distinct, but aligned strategies that: 1) Build the capacity of health care and public health institutions to promote
climate resilience and advocate for beneficial climate policies; 2) Mobilize health care and public health practitioners to engage in climate advocacy, influence public policy efforts to build climate resilience and incorporate climate change into their practice; and 3) Strengthen the leadership of community-based advocates to drive policies that improve climate resilience and reduce health risks equitably.

- **Integrating Health and Human Services: Systems for Equitable & Thriving Communities**
  This initiative advances existing integration efforts that strengthen connections across health and human services systems to improve the health and well-being and social and economic mobility of children and families. This includes implementing, aligning and improving data sharing systems; reallocating and blending health and human services funding streams; ensuring person-centered approaches; establishing shared values and goals; and creating strong and effective feedback loops for continuous quality improvement among partners.

- **Strong, Prosperous, and Resilient Community Challenge (SPARCC) – a partnership with the Arts & Culture and Environment Programs and the American Cities Practice**
  SPARCC supports multi-sectoral coalitions in six cities and regions to shape investment and development decisions in ways that promote racial equity, build climate resilience and expand opportunities for health. This is a partnership with other funders including the Ford Foundation, Robert Wood Johnson Foundation, The California Endowment and the Ballmer Group.

**OPPORTUNITIES AND EXPECTATIONS OF THE MANAGING DIRECTOR, HEALTH**

The Health Program has grown and evolved significantly under the leadership of long-time Managing Director David Fukuzawa. With Fukuzawa’s retirement, the Foundation and Health Program are poised to welcome a new Managing Director to lead the next phase of impact and innovation. The new Managing Director will engage with the following opportunities and challenges:

**Provide Leadership and Management in Support of a Strategically Aligned, Cross-Programmatic Vision for Grantmaking and Social Investing**

The Managing Director will be a key creative contributor on the leadership team of the Kresge Foundation. He/she/they will be a learner and innovator, bringing emerging best practices, new approaches, and strategic thinking to the craft and development of the Health Program’s grantmaking and social investing. He/she/they will partner with Foundation leadership to align the Health Program with the Foundation’s approach to expanding opportunity in America’s cities. Additionally, the Managing Director will collaborate with the program team to ensure the portfolio strategically advances the integration of health and human services, invests in community health through policy and practice investments, and supports community-driven solutions that create equitable solutions to complex problems.

**Set and Demonstrate Exceptional Standards for the Craft of Grantmaking**

The Managing Director will lead the core grantmaking practice for the Health Program. That includes, among other responsibilities, ensuring internal efficiency, a culture of stewardship and accountability, and strong partnerships with the nonprofits to whom the Foundation is of service, from first points of contact with potential grantees to approval, execution, and ongoing partnership. He/she/they will maintain a strong culture of innovation and learning on the team, building the capacity to anticipate emerging trends and insights; engage in meaningful learning, research, and evaluation practices; and shape the team’s grantmaking and social investing accordingly. He/she/they will also ensure seamless partnerships with the Program Operations and Information Management, Communications, and Strategic Learning, Research, and Evaluation teams, working
with executive leadership to ensure that proposed grants and social investments advance the Foundation’s mission.

**Collaborate with Managing Directors to Identify and Leverage Grantmaking Opportunities that Address Complex Multi-Dimensional Challenges Facing Communities**
The Health Program’s new Managing Director will partner closely with the Managing Directors of Kresge’s other programs and practices to align and integrate programmatic strategies and create coordinated approaches to advancing opportunities in America’s cities. He/she/they will apply a multi-disciplinary lens that advances the Foundation’s commitment to equity and reflects an awareness that race, racism and other forms of discrimination are significant determining factors in health outcomes.

**Manage and Support the Development of the Health Program Team**
The Managing Director will lead a talented staff of five and foster a culture of connectivity, passion, and enthusiasm for the work. He/she/they will develop and implement management structures that support clear and streamlined processes for decision making and collaboration. The Managing Director will mentor and empower team members through a commitment to servant leadership, building a culture of ongoing professional development, teamwork, mutual accountability, and commitment to the Foundation’s mission. He/she/they will work with team members to implement approaches that promote innovative grantmaking and social investing, internal efficiency, and strategic alignment with other teams.

**Represent Kresge and Cultivate Relationships with External Partners, Grantees, and other Foundations**
The Managing Director will serve as an external ambassador for Kresge’s work to advance health equity and create healthy environments. He/she/they will engage deeply with peer leaders in health philanthropy and the health sector more broadly, seeking to align efforts and collectively scale awareness of best practices and innovative approaches in the field. The Managing Director will also serve as an ambassador to, as well as a champion of, grantees by building long-term, trust-based relationships with them, engaging them as true partners in advancing a mutually shared vision for health equity.

**QUALIFICATIONS OF THE IDEAL CANDIDATE**
The new Managing Director will possess a deep and demonstrated commitment to building equity-focused systems of health that create opportunities for all people to achieve health and well-being. While no one candidate will embody all the qualifications enumerated below, the ideal candidate will possess many of the following professional and personal abilities, attributes and experiences:

**Vision for the Role of Philanthropy in Addressing the Social Determinants of Health**
- Deep commitment to advancing health equity through community-based solutions at the intersection of health and health services, environment, education, arts and culture, and economic development.
- A sophisticated understanding of the role that philanthropy can play in supporting and advancing health equity through community partnerships and systems change.
- Keen understanding of trends in philanthropy and the field of public health, with a demonstrated learning orientation to the work and ability to adapt and innovate.
- Familiarity with the unique landscape and diversity of cities and the many structural inequities that impact health.

**Leadership & Management**
• Demonstrated consensus-building leadership experience that engages and inspires key stakeholder groups including internal leadership, community organizations, and philanthropic partners.
• Seasoned leader with at least 10 years of experience leading programs or initiatives in a field relevant to community development, public and population health, health equity, health systems, or a related field.
• Maturity, wisdom, and savvy to engage and leverage senior leadership’s innovative approach and expertise to align the Health Program with the Foundation’s strategic direction.
• Demonstrated success in convening and engaging a diverse group of stakeholders, furthering efforts to build inclusive dialogue that advances equity and honors a range of perspectives and viewpoints.
• Experienced team leader and manager with the ability to move people toward a shared vision; proven ability to create management structures that support team processes and decision making.

Values & Approach

• Passion, creativity, and deep commitment to equity necessary for important mission-driven work in a dynamic and rapidly evolving organization and field.
• Demonstrate and support the Kresge organizational values of Stewardship, Respect, Creativity, Partnership, Opportunity and Equity.
• Proven track record of cross-sector and multi-disciplinary partnerships to advance more equitable, progressive, and community-driven outcomes.
• Creative thinking that sees opportunities and innovations beyond the traditional solutions.
• Exceptional communication skills paired with a relational style and high emotional intelligence.

Requirements

• Bachelor’s degree required. Master’s or terminal degree in a related field preferred.
• Willingness to travel at least 30%

TO APPLY

The Kresge Foundation is partnering with Katherine Jacobs, Carolyn Ho, Cara Pearsall, and Catherine Seneviratne of NPAG. We encourage applications to be submitted by January 6, 2020. Applications including a cover letter describing your interest and qualifications, your resume (in Word format), and where you learned of the position should be sent to: Kresge-MDHealth@nonprofitprofessionals.com. In order to expedite the internal sorting and reviewing process, please type your name (Last, First) as the only contents in the subject line of your e-mail.

The Kresge Foundation, an Equal Opportunity Employer, seeks to reach a broad and diverse candidate pool when filling vacant positions. We strongly encourage applications from people of diverse backgrounds, because we believe that the foundation and its work benefit from the various perspectives and talents of a diverse staff. We do not discriminate based upon race, religion, color, national origin, sex, sexual orientation, gender identity, age, status as a protected veteran, status as an individual with a disability or other applicable legally protected characteristics.