

KOYA

LEADERSHIP
PARTNERS

StriveTogether
Every child. Cradle to career.

Vice President of People, Values
and Culture

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StriveTogether

Cincinnati, OH, or Chicago, IL

STRIVETOGETHER

StriveTogether leads a national movement of nearly 70 communities to get better results in every child's life. The nonprofit organization coaches and connects partners across the country to close gaps by using local data and expertise, especially for children of color and low-income children. The StriveTogether **Cradle to Career Network** reaches 10.4 million students, involves 10,800 organizations and has partners in 30 states and Washington, D.C.

StriveTogether believes the common language to get everyone moving in the same direction is data. Network communities bring together a wide range of groups that are committed to student success — not just families and teachers, but also businesses, civic organizations, nonprofits and investors. These cross-sector partners adopt common goals and expand on best practices for their local community.

The organization's nationally recognized and proven collective impact framework guides community partners in improving educational outcomes through four guiding principles and a continuum of quality benchmarks. Partners commit to a shared community vision and hold each other accountable for getting results. Communities using the StriveTogether approach have seen measurable gains in kindergarten readiness, academic achievement and postsecondary success.

In 2006, StriveTogether began taking shape when more than 300 organizations teamed up to improve education. Working within existing programs, this effort — called StrivePartnership — pursued a shared agenda with a specific set of measurable outcomes.

Over its first five years, StrivePartnership tracked improvements in 40 of its 53 measured outcomes. That included a 9 percent increase in kindergarten readiness, an 11 percent increase in high school graduation rates and a 10 percent increase in college enrollment. This approach of relentlessly examining and measuring results became a national initiative in 2010. StriveTogether has received support from the Annie E. Casey Foundation, the Chan Zuckerberg Initiative, the Ford Foundation, KnowledgeWorks, Living Cities and the Charles and Lynn Schusterman Family Foundation.

As part of StriveTogether's **new strategic plan**, communities will improve outcomes and close gaps through stronger collaboration among traditional school systems, education-focused service organizations and other sectors, such as housing and health. With more communities accelerating progress in changing systems and improving outcomes, StriveTogether and the Cradle to Career Network will collectively move toward achieving their ultimate goal of truly supporting the success of every child, cradle to career.

In October 2017, StriveTogether received a major funding commitment from Ballmer Group, which will invest up to \$10 million annually over the next six years to launch a community challenge fund to accelerate progress in the Cradle to Career Network. Ballmer Group is an organization co-founded by philanthropist Connie Ballmer and her husband Steve Ballmer, chairman of the LA Clippers and former CEO of Microsoft. Ballmer Group works to improve economic mobility for children and families in the U.S. who are disproportionately likely to remain in poverty.

For more information on StriveTogether, please visit <https://www.strivetgether.org/>

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THE OPPORTUNITY

Based in Cincinnati, OH, or Chicago, IL, the Vice President of People, Values and Culture (VP) will be a thoughtful problem solver who supports StriveTogether's organizational growth and builds and implements its leadership and talent strategy. The VP will lead the organization's initiatives and activities regarding talent recruitment and retention; diversity, equity and inclusion; skill building and capacity; and performance evaluation.

In addition to StriveTogether's internal leadership and talent strategy, the VP will also be responsible for providing thought partnership and capacity building to the Cradle to Career Network.

The VP will create the vision for the leadership and talent function at StriveTogether and will work closely and partner with the CEO and Senior Leadership Team to ensure that this vision is fully aligned with overall organizational strategy and values. This vision for talent will seek to inspire staff members to do their absolute best work while simultaneously allowing them to bring their best and most authentic selves to work each day. This focus on staff, their potential and their pathways will serve as a powerful example for other growing organizations as well as the many StriveTogether community partners that are in growth mode and need to attract world-class talent to their organizations.

Specific responsibilities include:

FOSTER A DIVERSE AND INCLUSIVE ORGANIZATIONAL CULTURE

- Champion and advance StriveTogether's internal diversity, equity and inclusion efforts;
- Partner with Senior Leadership Team members to embody and champion StriveTogether culture and core values of community, courage, equity, progress, and results;
- Shape the vision for StriveTogether's physical and increasingly more geographically dispersed work environment to support core values and culture; and
- Partner with CEO and Senior Leadership Team to plan and implement staff retreats that reinforce the StriveTogether core values and culture, and focus on developing and retaining staff.

DRIVE OPTIMAL PERFORMANCE, RESULTS AND GROWTH THROUGH EFFECTIVE LEARNING, DEVELOPMENT AND PERFORMANCE MANAGEMENT

- Improve StriveTogether's current performance management process to be best in class;
- Increase excellent team leadership and people management practices and performance across the organization through access and exposure to consistent management best practices;
- Ensure ongoing development and long-term career planning for all team members through practices such as robust goal-setting processes, individual development plans, succession planning and development of a culture of consistent and honest feedback; and

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StriveTogether

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- Identify the most pressing learning needs of the organization to support excellence. Perform an assessment and build a training and development plan to address key skill gaps for staff through internal and external training opportunities for individuals and groups

FORMALIZE AND IMPLEMENT RECRUITING PROCESS ACROSS ALL INTERNAL HIRING PROCESSES

- Formalize standard recruiting processes for internal roles at StriveTogether;
- Promote rigorous selection practices to enable StriveTogether to consistently hire the best talent and continue to build a diverse internal team; and
- Nurture and develop a passive pipeline of candidates interested in and aligned with StriveTogether's core values and culture.

PARTNER WITH STRIVETOGETHER PROGRAM TEAM TO BUILD LEADERSHIP AND TALENT STRATEGY FOR THE NETWORK

- Expose network partners to the most effective and innovative human capital practices within and beyond the nonprofit space;
- Help build the capability of network partners to proactively attract, develop and retain diverse and inclusive teams
- Support network partners' internal human capital leaders by helping to design and implement highly-effective human capital functions;
- Facilitate shared learning and communication of best-in-class human capital practices across the network while fostering an environment of continuous improvement; and
- Equip partners with the resources and knowledge necessary to manage courageous conversations about diversity, equity and inclusion that lead to action and results.

CANDIDATE PROFILE

The ideal candidate will have the following personal competencies and characteristics:

Strategic and Entrepreneurial Leader

The VP will have an entrepreneurial spirit, with a measurable track record of strong results and an outcome-driven mindset. A proven strategic thinker, the VP will oversee planning and development of human capital initiatives, diagnose critical areas for attention, build consensus with the team and implement decisive, clear strategies. A catalyst for change and growth, the VP will inspire others to think entrepreneurially and inject new ideas. The VP will have practical experience in communicating change, including those related to technology or other changes with systems. The VP will be a proactive, collaborative change agent as well as a charismatic leader with the mindset to challenge the status quo. This leader will use a servant-leadership approach that is empowering to StriveTogether's community and culture. With confidence and gravitas, the VP will operate with a high degree of transparency and clarity.

Vice President of People, Values and Culture

StriveTogether

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Expertise in Leadership and Talent Development

The VP will bring a proven track record of building and leading a best-in-class human capital organization with a superior understanding of human capital and talent management strategies. The VP will thrive in an environment with open communication and a commitment to diversity and inclusion. An experienced leader with a background in managing significant organizational change, the VP will maintain a thorough, detailed and wide-ranging perspective on the impacts of these changes on StriveTogether's community and culture. With StriveTogether's financial and personnel needs in mind, the VP will employ a comprehensive approach to forecasting progress and achieving sustainable, well-supported solutions. The VP will evaluate and advise on the organization's policies and systems concerning human capital and will have the proven ability to foster and strengthen a culture of collaboration, excellence and initiative.

Champion for and Advocate of Diversity, Equity and Inclusion

The VP will come to StriveTogether with a deep commitment to diversity, equity and inclusion (DEI). Equipped with a multi-faceted understanding of the evolving DEI landscape and best practices, the VP will help StriveTogether and its network partners develop a shared language to discuss and dismantle implicit bias, discrimination and microaggressions. The VP will have a thoughtful, empathic approach to DEI and will be known as an active listener and responsive leader throughout the organization. A resourceful coach and capable facilitator, the VP will have the ability to motivate others to action in support of a more diverse, equitable and inclusive environment. The VP will be energized by the prospect of leading the organization's staff and network partners in developing awareness, comfort and confidence to address equity in the workplace.

Relationship Builder and Collaborator

Critical to success in this role, the VP will be skilled at building and sustaining excellent relationships across StriveTogether. The VP will be a natural partner with a demonstrated ability to connect, build bridges and command respect. The VP will work to develop relationships, identifying efficiencies and leveraging opportunities for the benefit of the organization. The VP will be inclusive, allowing for the building of consensus and recognition of teamwork. An engaging and supportive leader, this leader will have a track record of motivating and inspiring others to achieve impact through creativity and leveraging individual strengths to meet organizational goals. It is imperative that the VP fosters an atmosphere of collaboration and partnership across the organization.

Passion for the Mission

The VP will embody the values and mission of StriveTogether and, as a result, will inspire and motivate others. An empathic, confident leader, the VP will treat others with respect. The VP will lead by example, understanding that at times, empathy is an essential quality. The ideal candidate will be passionate about building capacity for communities to dramatically improve educational outcomes from every child from cradle to career. The VP will have an eye consistently focused on the future and how to best adapt the organization to its changing environment. The VP will have a collaborative spirit and will be a charismatic leader with a sense of humor. The VP will be an individual of unquestioned integrity, ethics and values — someone who can be trusted without reservation.

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CONTACT

Koya Leadership Partners, a national retained executive search firm that partners with mission-driven clients, has been exclusively retained for this search. To make recommendations on candidates or express interest in the opportunity, please email Marissa Martin and Chartise Clark at koyachicago@koyapartners.com. All inquiries and discussions will be considered strictly confidential.

StriveTogether is an equal opportunity employer and strongly encourages applications from people of color, persons with disabilities, veterans, women and LGBT applicants.

ABOUT KOYA LEADERSHIP PARTNERS

Koya Leadership Partners is a national retained executive search and human capital consulting firm that works exclusively with mission-driven organizations, institutions of higher education, and social enterprises. We deliver measurable results, finding exceptionally talented people who truly fit the unique culture of our client organizations and ensuring that organizations have the resources and strategies to support them. For more information about Koya Leadership Partners, visit www.koyapartners.com.