

Position and Candidate Specification



**Alfred P. Sloan
FOUNDATION**

Alfred P. Sloan Foundation

President and Chief Executive Officer

PREPARED BY:

Michele E. Haertel
Sally M. Sterling
Meaghan C. Becker

February 2017
Assignment: 61292-002

The Alfred P. Sloan Foundation, a philanthropic private foundation based in New York City, makes grants to support original research and broad-based education related to science, technology, and economics, with the overall aim of improving the quality of American life. The Foundation was established in 1934 by Alfred Pritchard Sloan, Jr., then President and Chief Executive Officer of the General Motors Corporation. Drawing on approximately \$1.8 billion in total assets, it has awarded grants in excess of \$80 million per year in recent years. Most grants support, either directly or indirectly, research universities, independent non-profit research institutions, public television and radio stations, and other non-profit organizations that educate the public about science, technology, and economics.

The Foundation embraces the scholars and educators who work in science, technology, and economics as key drivers of the nation's health and prosperity. It is committed to increasing diversity and to the inclusion of members of underrepresented groups in the projects that it supports, and to expanding the representation of these groups in the science, technology and economics research workforce. The Foundation also believes that educating the public about these fields and the researchers who contribute to their advancement is an essential complement to its research mission. In each of its grant programs, the Foundation selects outstanding researchers to lead original projects which are expected to result in significant benefits to society. Grants in the Foundation's public understanding program support a wide range of leading non-profit media platforms. The Foundation seeks to expand the frontiers of knowledge and education by supporting innovative projects for which funding from the federal government, from other foundations, and from the private sector is not yet widely available. More information about the Foundation and its activities may be found at [The Sloan Foundation](#)

Position Summary

Alfred P. Sloan Foundation

The President is the Foundation's leader, interpreting and implementing all aspects of its mission. In consultation with the Board of Trustees, the President sets and implements the Foundation's grant-making agenda. The President is also the Foundation's chief executive officer, providing inspiration and direction to its staff of 32, who work in its New York office. The President oversees the Foundation's programs, operations and endowment, serves as an ex-officio voting member of the Board of Trustees, and works in collaboration with trustees, senior management, program directors, and investment team members to define, maintain and monitor the Foundation's initiatives.

KEY RELATIONSHIPS

Reports to	Board of Trustees
Direct reports	Senior Vice President & Chief Investment Officer Senior Vice President, Finance & Operations Vice President, Programs Vice President and Program Director Program Directors
Other key relationships	Grantees Other Foundation Leaders

KEY RESPONSIBILITIES

- Leading the Foundation through visionary interpretation of its mission and creative execution of its program strategy
- Shaping strategy and grant-making initiatives, in consultation with the Board of Trustees and senior staff
- Overseeing the Foundation's infrastructure and finances and implementing best practices for staff, financial, and programmatic management
- Providing a role model for, and ensuring that staff and Trustees meet, high ethical standards of conduct and fiduciary duty
- Serving as the Foundation's ambassador to external constituencies, including those in the academic community, the public sector, and the not-for-profit sector that are interested in and support the science, technology, and economics research community

- Ensuring that the Board of Trustees is properly constituted and provides effective governance
- Working in tandem with the Trustees' Investment Committee, the Chief Investment Officer, and the investment staff to develop and implement policies and procedures for the investment of the Foundation's \$1.8 billion endowment
- Establishing systems and standards that ensure accountability and appropriate evaluation of the Foundation's effectiveness

IDEAL EXPERIENCE

The President should be an individual with a demonstrated record of accomplishment in many of the following dimensions:

- Distinction in science, engineering, or economics
- Organizational leadership in a collaborative and collegial enterprise in which individuals are the key agenda drivers
- Understanding of the research university environment
- Intellectual depth combined with a proclivity toward action, accomplishment, and inspiration
- Commitment to high standards of scientific excellence and intellectual rigor
- Experience working with or serving on a board of directors or trustees
- Strong fiscal accountability and comfort with the fiduciary responsibility accompanying endowment oversight
- Ability to leverage finite resources, build and manage partnerships, and maintain an agenda of highly focused philanthropy

The Foundation is an equal opportunity employer and strongly encourages women and members of other underrepresented groups to apply for this position.

CRITICAL LEADERSHIP CAPABILITIES

Collaborating and Influencing

In an environment with a small Board and staff, the CEO must:

- Build meaningful relationships internally and externally.
- Work collaboratively with the Board to develop a strong model of good governance while leveraging the Board's capacity as a whole by building trusting relationships with and among individual trustees.
- Demonstrate an ability to develop others, as individuals and as members of a team.
- Have the skills to listen with the intent to understand various points of view, to identify and to articulate common goals, and to build credibility.

- Build relationships with people and organizations to explore issues and problems, to develop innovative solutions, and to leverage ideas beyond the life of an individual grant.
- Communicate in a compelling way, both verbally and in writing.

Strategic Thinking

In an environment that places a premium on intellectual rigor and idea generation, the President must:

- Provide the visionary leadership required to develop an agenda that addresses short and long term societal issues relevant to the Foundation's broadly defined mission.
- Identify promising new initiatives while building upon past programmatic and organizational accomplishments.
- Demonstrate an ability to think broadly and creatively about a variety of issues to contribute substantive expertise to strategic deliberations.

Leading People

The Sloan Foundation has a reputation for entrepreneurship, innovation and efficiency in its grant making. Its next leader will:

- Build on this culture by continuing to challenge staff at all levels to be highly creative and effective in their work, taking well calculated risks in pursuit of high-impact grant making.
- Engage others in fact-finding, problem solving and the development of high quality outcomes-oriented programs.
- Evaluate current processes to ensure the appropriate level of resources for, and efficacy of, its grant making, and to assess programmatic fit.
- Engage effectively with staff and build a culture of personal and professional commitment across the organization.

OTHER PERSONAL CHARACTERISTICS

- A high level of personal integrity
- Modesty in keeping with the Sloan Foundation's culture

Applications or Nominations

To apply or nominate an individual for this position, please send an email with resume and cover letter, if applicable, to SloanPresident@SpencerStuart.com.