



## Invitation for Proposals

### Retained Search for Grantmaking Directors

May 2021

#### Project Summary

The Bush Foundation (the Foundation) is inviting proposals from qualified search partners to recruit and hire two Grantmaking Directors. We are looking for a partner who can demonstrate success building racially and culturally diverse candidate pools and has a track record of excellent customer service for clients and applicants.

#### About the Bush Foundation

The Bush Foundation is a private foundation based in St. Paul, Minnesota, established in 1953 by 3M executive Archibald Bush and his wife, Edyth. Since then, we have made grants and investments to support organizations and people who think bigger and think differently about solutions to problems in their communities. Our investments are based in Minnesota, North Dakota, South Dakota and the 23 Native nations that share the same geography. We work to inspire and support creative problem solving — within and across sectors — to make our region better for everyone. Much more about the Foundation, our strategy to address racial wealth gaps and our evolving grantmaking strategy can be found at [BushFoundation.org](https://www.bushfoundation.org).

#### Scope of Services

The duties include:

- Refining the requirements and qualifications for the positions resulting in descriptive and persuasive position profiles.
- Publicizing and distributing the profiles in appropriate local and regional channels using a variety of media and strategies.
- Building a high-quality candidate pool, including engaging Foundation leadership to connect with and help recruit promising candidates.
- Offering candid opinions and perspectives on the alignment of potential candidates with the Foundation's needs and the position requirements.
- Developing an effective selection and interview plan that includes opportunity for Foundation staff to actively engage with finalists.
- Screening all applicants and completing initial interviews and providing timely feedback after any contacts.
- Managing relationships with prospective applicants effectively and respectfully.
- Conducting reference reviews in consultation with Foundation staff as requested.
- Assisting with negotiating final terms of employment with the Foundation as needed.

#### Our Operating Values

##### Spread Optimism.

We encourage individuals and organizations to think bigger and think differently about what is possible. We are positive and supportive in our internal and external interactions.

##### Work Beyond Ourselves.

We actively seek opportunities to work in true collaboration with others to have more impact. We are willing to both lead and follow. We candidly share what we learn with others.

##### Everybody Matters.

We are a champion for both excellence and equity inside and out of the Foundation. We have fair, open, and inclusive processes. We work to raise overall quality of life while also closing opportunity and achievement gaps.

##### Steward Well.

We demonstrate appreciation for the Foundation's history and thoughtfully build on its legacy. We hold ourselves to high standards of integrity and accountability and conduct ourselves in a way we hope would make our founders proud.

##### More Good. Every Year.

We are a true learning organization and work to be smarter and more effective every year. We never lose sight of the reason we exist: to do the most possible good with the resources left to the community by Archibald G. Bush.

- Recommending on-boarding and coaching follow-up plans based on what's learned from references and the selection process.

Please note that we expect there will be significant duplication in the pool for the two Grantmaking Director positions. Because of this, our strong preference – both for candidate experience and efficiency for us - is to find a single search partner that can do both searches.

### **Background on the Grantmaking Director (GD) Positions**

We are hiring two grantmaking directors to anchor a newly created team of highly capable and high performing grantmaking professionals. These positions are some of the organizational changes aimed at supporting the Foundation's evolving grantmaking strategy. Read more on the changes that are underway [here](#) and [here](#).

The focus of these two roles is to provide strategic and operational leadership for our grantmaking programs. Although each Grantmaking Director will have a specific programmatic emphasis – one on the Bush Fellowship Program (BFP) and one on the Community Innovation (CI) program – both will be deeply involved with making sure that program-specific strategy and decisions align with and reflect organization-wide grantmaking goals.

#### *Core Responsibilities*

- Lead and manage strategy and vision for either BFP or CI
- Oversee relationship management for the program they lead, developing and maintain relationships with fellows (for BFP) and grantees (for CI)
- Ensure strategy coherence and alignment with other grantmaking strategies at the Foundation
- Review and select fellows and grantees with Grantmaking and Operations Officers
- Work collaboratively with Operations staff to design and deliver effective selection process and high-quality programming as needed
- Source and develop potential major investments, working closely with other staff members and the Bush Foundation's board to review and analyze potential opportunities for risk and impact
- Represent the Foundation externally by actively participating and contributing to community discussions and activities, including providing issue leadership or support in priority areas as needed

#### *Key Qualifications*

- At least seven years' experience in grantmaking, either as a funder or a grant recipient, so that the applicant has mastered the art and science of developing potential ideas, working closely with potential applicants and proposal review. Experience presenting ideas to committees and boards would be a plus.
- Experience developing grantmaking strategy and sourcing and developing grants and programs with external stakeholders.
- Experience in representing an organization in external collaborative efforts, successfully managing expectations, building trusting relationships and moving collaborative work forward.
- Experience leading systems change within and/or across organizations so that the GD is able to effectively recognize and support transformational ideas and strategies that will drive systemic disruption and change
- Knowledge of the region, communities and issues in the region where we work.

- An established network of community partners and productive community working relationships is highly desirable.
- Experience working in or with rural/non-metro media partners is also highly desirable.
- Strong relationship-building skills, with experience engaging a broad and varied group of organizations and people, and comfort working at all levels of organizations in a wide variety of community and organizational settings.
- Enthusiasm for working within a complex and dynamic environment.
- Alignment with and excitement for the Foundation's operating values.

### *Timeline*

Our goal is to have the new Grantmaking Directors in place by September 2021.

### *Salary*

Our compensation philosophy uses external benchmark to identify the appropriate salary for each position and we offer 95% of that benchmark as the starting salary, without negotiation or adjustment.

## **Preparing a Proposal**

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*For firms who responded to our [open RFI for search partners](#) or another recent specific RFP:* We invite an abbreviated response focused on this specific search. We will refer to the background materials submitted earlier for more general information regarding your practice and organization.

Please answer the following questions specific to this search in a brief letter or document:

1) *Who will conduct this search and what experience do they bring?*

- The primary individuals who will be responsible for this engagement.
- Examples of similar grantmaking searches that you've completed successfully.
- Familiarity with the field of philanthropy and the Bush Foundation region.
- Any specific experience or ways of working that we should know as we're making this decision

2) *How much would you charge us for these searches?*

- The proposed fee for all services provided by your firm for the two searches, including any adjustment you would believe is appropriate given the overlap in some of the activities and candidates.
- Any services that might incur additional fees.

3) *Is the proposed timeline feasible for your firm?*

4) *Who can tell us about doing similar work with you?*

Please provide email addresses and phone numbers of at least three clients that you've worked with recently. At least one of these must be for placement of a candidate into a role that is similar to the Grantmaking Director positions.

5) *Is your vendor information up to date?*

If you've submitted a vendor information form in the last year, we will refer back to that form. If it's been longer than that, or if there have been material changes at your organization, please submit this information again: <http://bfdn.org/VendorForm> (PDF).

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*For new partners:*

If you are a new partner, please respond to the questions above and also include some additional background information on your firm or practice.

- Describe the mission, vision and values of your organization.
  - Please share your organization's internal commitment to equity and anti-racism and how you believe that these concepts and values apply to this engagement.
  - Describe any particular expertise or that might make your firm particularly qualified for this search.
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### **Submitting a Proposal**

Responses are due by 12:00 p.m. central time on Wednesday, May 19. Please email your proposal to [talent@bushfoundation.org](mailto:talent@bushfoundation.org).

### **Questions?**

If you have any questions, please email Stephanie Andrews, Talent, Learning and Evaluation Director at [sandrews@bushfoundation.org](mailto:sandrews@bushfoundation.org) or schedule a brief call using this link: <https://calendly.com/stephanieatbf/directors-search>.

### **Selection Process and Timeline**

We will evaluate each response to determine the best qualifications and fit for this search. Virtual interviews of finalists are planned for May 25. Selection will follow shortly thereafter. A proposal revision may be requested following the interview and prior to selection.

Thank you for considering this partnership with the Bush Foundation.