

JOB DESCRIPTION

Program Lead, Arts

SUMMARY

The Program Lead designs and implements [grantmaking strategies that express the Walter & Elise Haas Fund's commitment to the arts](#), with responsibility for all aspects of grantmaking, community engagement, and learning. The Program Lead contributes to the Fund's efforts to be an equitable, learning organization that approaches its mission and grantmaking through the lenses of justice, equity, diversity, and inclusion.

A facilitator of networks, the Program Lead works with the executive director, the board of trustees, staff, grantees, and external partners and the community. The Program Lead actively participates in strategic planning and evaluation and leads the development and implementation of the strategy in a learning laboratory environment.

With a grounding in Bay Area community and culture, the Program Lead designs, convenes and facilitates programs, collaborations, and partnerships that reflect the Fund's values of *Family, Shared Responsibility, Belonging* and *Possibility*.

The Program Lead promotes and supports the work of the Fund's grantees, engages a broad set of stakeholders aligned with the Fund's mission, and connects to initiatives led by the people served by the Fund's grantmaking.

The position is exempt, full time (40 hours per week), paid on a salary basis, and reports to the Executive Director.

SALARY RANGE

\$115,000 - \$135,000 depending on experience.

BENEFITS

The Fund provides employees and their dependents with 100% employer-paid medical, dental, and vision insurance. The Fund contributes to employee retirement plans at an amount equal to 15% of salary. Additional employer-paid benefits include life insurance, short- and long-term disability insurance, and long-term care insurance. Employees accrue paid sick and vacation leave, and paid holidays. Employees have access to robust resources for professional development to deepen their skills, expertise, and perspective.

W&EHF ARTS PROGRAM LEAD JOB DESCRIPTION

RESPONSIBILITIES

PLANNING, ACTION, AND LEARNING

- Facilitates a network of internal and external partners to design, test, learn, iterate, and focus the foundation's strategic plan for grantmaking within and across issue areas, working closely with other Fund staff to maximize opportunities for collaborative grantmaking
- Develops and applies grant guidelines reflective of the Fund's commitment to the arts and its leadership role of the Creative Work Fund; creates space for continuous improvement based on external feedback from grantees, partners, and the Bay Area arts community
- Formulates partnerships with other grantmakers, nonprofits, community organizations, the business community, and public agencies to respond to the needs of grantees and the communities the Fund serves
- Develops a grants portfolio and manages a grants budget
- Identifies the need for consultants for strategy implementation and assessment; plans the scope of work; and manages contracts
- Works with grantees, Fund staff, and external partners to create an equitable understanding of impact, to engage in reflective practice, and to contribute to practice improvement.

PORTFOLIO GRANTMAKING

- Reviews letters of inquiry from a wide range of constituents, invites and reviews proposals, conducts due diligence
- Keeps applicants informed of the status of their proposals throughout the review process
- Schedules, conducts, reviews and responds to reports from grantees, documenting insight and reflecting on grant progress
- Maintains an ongoing and helpful relationship with grantees and grantseekers, serving as a resource
- Prepares concise, written analysis
- Works with all staff to ensure that grant records are complete and connected to the Fund's learning and impact objectives

COLLABORATIVE GRANTMAKING

- Designs and implements the [Creative Work Fund](#), a philanthropic collaborative dedicated to the support of individual artists in uncommon collaboration with nonprofits

W&EHF ARTS PROGRAM LEAD JOB DESCRIPTION

COMMUNITY ENGAGEMENT & ACCOUNTABILITY

- Builds a learning community for collaborative action among grantees, funders, and other stakeholders
- Listens to what community members are saying and supports them to achieve collective goals
- Engages with grantees, practitioners, policy makers, and researchers in efforts that lead to strategic insight and that make learning actionable

COMMUNICATION

- Makes presentations to the board, including program plans, recommended grants, and program updates and/or reports
- Is an effective spokesperson across philanthropy, nonprofit, community, government, and business sectors, able to deliver clear messages, listen intently, and engage these diverse audiences
- Creates stories that catalyze sector and community conversations and illustrate community power and impact for and by communities served
- Is transparent about grantmaking priorities and practices; assists grantseekers with specific information about the Fund's priorities; helps grantseekers navigating the broader sector of philanthropy

INTERNAL COLLABORATION & COMMITMENT TO THE TEAM

- Contributes to teams and share responsibility for advancing the Fund's mission by
 - exhibiting excellent listening and communication skills
 - using balanced and reasoned approaches to problem-solving
 - inspiring trust and confidence among peers, and
 - practicing flexibility and openness to differing points of view
- Serves as a resource within the Fund, collaborating across programs and supporting the professional development and continuous learning of peers
- Contributes to the design of and participate in the annual performance review process
- Engages in personal and professional development to bring the best tools and talents to the Fund's work, and to provide local, regional, statewide, and national contexts

W&EHF ARTS PROGRAM LEAD JOB DESCRIPTION

KNOWLEDGE, SKILLS & ABILITIES

- Strong understanding of the Bay Area arts ecology, arts education, and of a broad range of disciplines and organizations related to relevant social and cultural policy issues
- Experience across multiple issue areas and sectors and the ability to make connections between these
- Experience facilitating steering committees, task forces, and networks with diverse participants, ranging from board trustees to grassroots practitioners
- Ability to develop strategic approaches to complex social policy
- Ability to play the combined roles of objective evaluator and sympathetic observer
- Experience in problem solving with a balance of empathy and pragmatism
- Experience building trust and credibility and leading by example
- Excellent change management skills
- Excellent project management skills, providing extreme attention to detail and completing work in a thoughtful, timely, and accurate manner
- Ability to explain one's decision-making processes, and synthesize complex information into straightforward communication in written and oral presentations
- Excellent research skills
- Excellent judgment
- Ability to maintain confidentiality and exercise discretion in communication
- Ability to work independently and as member of teams
- Complete digital literacy

PROFESSIONAL CHARACTERISTICS

- Strong alignment with the Fund's values and a professional reputation for being informed, collaborative, imaginative, and humble
- Flexible, collaborative, and willing to assist others
- Participative and collaborative work style
- Able to give and receive feedback
- Possessed by a sense of teamwork, community, integrity, and humor
- Strong commitment to the social sector with a keen understanding and respect for the challenges nonprofits face raising funds and sustaining their operations
- A life-long learner with an orientation to leadership through service
- Passionate about work that inspires and adds value to a community

W&EHF ARTS PROGRAM LEAD JOB DESCRIPTION

WORK SETTING

The Fund is co-located with two other nonprofit organizations on the third floor of an historic building in San Francisco, California.

- The Program Lead work area is an individual office adjacent to a common work area
- Work areas are wheelchair accessible
- All staff are responsible for cleaning up after themselves and their guests
- The office is dog-friendly and often has trained dogs accompanying staff members while at work

PHYSICAL DEMANDS

While performing the duties of this job, the Program Lead is regularly required to sit or stand to use a computer, keyboard, and pointing device. The Program Lead frequently is required to talk or hear and use a headset. The position requires a level of energy adequate to work from 9:00am to 5:00pm Monday through Friday, with flexibility to attend evening and weekend programs and occasionally travel domestically for conferences and meetings.

Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions of this position.

AT A GLANCE

Organizational Values

Values are the seeds we commit to grow within and around our organization. We plant them by laying claim to them. We nurture them by practicing them. We share them by showing them.

Values are always aspirational and never only aspirational. They must be in evidence not because of what we say but because of who we are and how we are and what we do. They speak to our history and they guide us to our future.

They are consequential.

FAMILY

To care for each other as a human family, forging connections, creating continuity of culture and practice; to learn from the past and to protect, care, and plan for future generations today

The Walter & Elise Haas Fund is itself an expression of family. We are connected by lineage and by choice. We share a table of good work together that was set for us by our elders – from generation to generation. Our work and our workplace favor the cultivation of love and connection as essential cornerstones of a healthy community, a healthy society, and a healthy world.

SHARED RESPONSIBILITY

To do our part to heal the world (tikkun olam), leading when necessary and joining when possible; to acknowledge our shared fate; to embrace collective action that strengthens our community

We act in service of social change. We are not witnesses to it. We recognize our interconnectedness. We listen to understand, and we believe that society is the sum of our efforts and actions. We are vulnerable, reliable and transparent (truthful). We value partnership.

W&EHF ORGANIZATIONAL VALUES

BELONGING

To seek equity and justice; to embrace and celebrate our differences; to be in community with others, building trust that makes a “we” possible

We ask who is left behind and we work to bring them forward; we distinguish right from wrong; we stay in the fight for justice wherever it goes and for as long as it takes; we don't stop with inclusion; we strive for belonging.

POSSIBILITY

To embrace what could be; to dream big, aspiring to foster a society in which we all thrive

We believe that a better world is possible; we maintain optimism. We seek creative solutions that reimagine the current reality in ways that benefit us all. We forge new paths and innovate as needed.

AN INTRODUCTION

Creative Work Fund

The Walter & Elise Haas Fund has operated the Creative Work Fund for 27 years, awarding \$14.3 million in grants to 400 artist-nonprofit collaborations. Like the collaborations it supports, the Creative Work Fund itself runs on collaborative principles. The program relies on expertise from the arts community to make decisions: over 500 artists and cultural practitioners have read letters of inquiry and deliberated proposals together as paid professionals.

In its 20th year, the Creative Work Fund conducted a formal inquiry into its work. The reflection revealed five themes that continue to guide us today:

1. **Invest in artistic development.** Supporting artists is bedrock for the Creative Work Fund. At its outset, the Fund asked, “If artists are paid to focus on creative work, and challenged to work in partnership with others, might they advance their levels of accomplishment?” Often the answer to this question has been “yes.”
2. **Engage artists in new ways.** Some artworks invite us to be more than readers, observers, or listeners. Works designed for hands-on involvement have been a hallmark of Creative Work Fund projects
3. **Shine a light on community needs.** Studies illustrate that artists are active citizens who exercise high rates of volunteering and voting. Many of them are deeply involved in their neighborhoods or cultural communities. This community-building dimension of artists’ and artmaking’s value to our region is brought to the fore when artists invite others to contribute to their work. Some Creative Work Fund supported artworks could only be created with other people’s involvement and stories.
4. **Support problem solving.** Artists’ creativity can solve practical problems, and Creative Work Fund artists have tested successful approaches to an array of needs.
5. **Catalyze sticky projects.** Some projects have achieved lasting, meaningful results that were not anticipated at the outset.

Creative Work Fund recipients are regularly recognized for their contributions to society. Grantees have been nominated for an Academy Award; named U.S. Poet Laureate; awarded an Emmy, two MacArthur fellowships, six Doris Duke Artist Awards, two National Heritage Fellowships; and included in the Whitney Biennial, and Documenta 2017.

CREATIVE WORK FUND

PROGRAM ORIGINS

The Creative Work Fund (CWF) responds to years of declining financial support for artists and new art works. Moreover, it celebrates the role of artists as problem solvers and the making of art as a profound contribution to intellectual inquiry and to the strengthening of communities. Arts build resilient communities. Arts participation unifies communities, fostering mutual understanding and respect, and the arts are a powerful tool to address injustice in all of its forms. CWF commits to amplifying the voices, power, arts, and cultures of people of color and other vulnerable communities, particularly those living at or near poverty, to advance equitable community well-being. At the heart of CWF is support of collaborative art projects for and by the people, whose wisdom we most need if we are to bring about real and lasting change.

FOUR PRINCIPLES GUIDE THE FUND:

- Artists' creativity merits philanthropic support.
- The arts can be a powerful vehicle for problem solving and community renewal.
- Creativity is a source of cultural richness and diversity.
- Collaborative efforts among artists, organizations, and their constituents can generate a productive exchange of ideas and bring the arts to new audiences.

Art helps us to reflect, find meaning, and to heal from trauma — whether that stems from the pandemic, unemployment, racial injustice, or the impact of climate change, all of which the current era has delivered in bulk. Furthermore, we know that 94.5% of U.S. artists have lost income from their creative practice and 67% of California's artists are fully unemployed because of COVID-19. Therefore, now is the time to increase support for the role artists play in community well-being and sense-making. As a reflection of our times, this year we are interested in themes related to COVID-19 and racial justice. Last year saw similar themes emerge from applicants and the projects that were awarded support.

WHO IT SERVES

The Creative Work Fund serves three key constituents:

1. **Bay Area communities** that depend on artists and nonprofits to inspire, reflect, and celebrate well-being. From public murals created with community members in Oakland, to anthropological documentation of California's China Towns, to oral histories featuring the homeless, to theater productions written by playwrights identifying as female, transgender, non-binary, LGBTQIA, and/or people of color, to a community dinner that brings together Muslims, Jews, and Christians to dine on artist-created dishes glazed with Persian calligraphy, to choreography presented by deaf and disabled dancers, Creative Work Fund projects take place in a variety of settings and engage broad audiences.
2. **Working artists from the Bay Area.** As one of the few grantmaking programs nationwide that explicitly directs funding to individual artists, CWF takes a stand on artist compensation, and promotes the role of artists as problem solvers and the making of art

CREATIVE WORK FUND

as a profound contribution to intellectual inquiry and to the strengthening of communities.

3. **Nonprofits of all kinds.** Regardless of the mission of nonprofits that come to the CWF, their people believe that the arts can be found inside the best solutions to challenges faced by the people they serve. Creative collaboration changes how nonprofits see their work, often with lasting impact on organizational culture and practices.

WHO'S INVOLVED

The Creative Work Fund not only promotes collaboration, it is itself a collaboration. Initially a project of four family foundations related to Walter and Elise Haas and their descendants, CWF's success can be measured in its ability to catalyze participation of additional grantmakers, and to inspire grantmaking in direct support of artists. CWF's history includes the collaboration of eight funders so far, and this proposal reflects our commitment to growing the collaboration with additional funders, and deepening CWF's alignment with initiatives inside and outside the Walter and Elise Haas Fund.

The second key stakeholders are the community readers and panelists, drawn from a diverse world of arts and culture practice and theory. In each application cycle about 20 reviewers are retained to bring insight and expertise to the review of proposed projects. To date, over 500 artists and scholars have participated. The reason for community involvement is not purely practical: the program is stronger when the community is included in the consideration of applications and is given the opportunity to guide CWF's design.

HOW IT WORKS

The program conducts an annual open call for brief letters of inquiry from artists from any place in their career trajectory collaborating with nonprofits of all stripes. Artist applicants are welcome from all disciplines – visual, media, performing, literary, traditional, etc. Creative Work Fund staff goes into the field across 11 Bay Area counties to meet with potential applicants in galleries, libraries, and coffee shops (or in Zoom rooms) to explain the funding opportunity, answer questions directly, and provide technical assistance.

Individual readers pore over the 100+ letters submitted, recommending around 50 letters for invitation to full proposal. Invited applicants automatically receive small grants of \$500 to cover the costs of creating work samples for their submissions, which are thoughtfully reviewed by panelists in joint session. Staff facilitates decision-making and holds space for equity, legacy, and compromise. There is never enough funding to support the outstanding work proposed, and difficult decisions are a hallmark of the process that awards grants of between \$30,000 and \$45,000 to each recipient.

In 2021 we catalyzed new funder partners to help us double the number of awards for the current round: \$1.2M for 25 collaborations. We took this step in recognition that artists, particularly BIPOC artists, are suffering from the collapse of the arts economy and may be among the last to recover their livelihoods. Moreover, we believe that the arts must play a central role as communities recover from the impact of the pandemic and reimagine a future beyond it.

WHAT'S AHEAD

With the transition of arts grantmaking leadership at the Fund, staff has been planning a refresh and refinement of the program as the first project of the new lead, including

- Growing the influence of a third stakeholder in the work: the Bay Area artist and nonprofit community itself.
 - Use the Fund's learning lab models to convene this community to chart the future of this awards program
 - Make way for their diverse perspectives and encourage bold questions
 - Design, together, a program that catalyzes community renewal and hones its natural focus on race, gender, and justice.
- Collecting and telling the program's many stories, learning how the program catalyzes community renewal.