



## LEADERSHIP PROFILE

**Vice President of Strategy and Innovation  
The UPS Foundation**

**Atlanta, GA**

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*"We deliver pathways to empower resilient, just, and safe communities."*

*– The UPS Foundation mission statement*

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# The Opportunity

**A corporation that leads with values, purpose and commitment to service can change the world.** United Parcel Service and its more than 500,000 employees exemplify this ideal and make good on this commitment to community impact every day through their work, leadership and philanthropy.

As it celebrates its 70th anniversary, The UPS Foundation (TUPSF) is realizing the philanthropic aspirations of the company and charting an ambitious path to even greater impact. These ambitions are undergirded by the charge for UPS to positively impact one billion lives by 2040 through strategic investments in systemic change organizations, direct service organizations, collaborative partnerships and thought leadership. Channeling Daniel Burnham's clarion call to "make no small plans", The Foundation is poised for growth in the pursuit of bold and systemic change through its grantmaking and collaborative partnerships.

TUPSF is seeking a VP of Strategy and Innovation to partner with its President, Nicole ("Nikki") Clifton, in recalibrating key elements of The Foundation's systems and structures to achieve its bold goals for the future. This role will work in tandem with the President and a talented senior staff to reimagine and optimize The Foundation's capacity to make, manage and measure its philanthropic investments and ensure that the outcomes achieved by its grantmaking clearly align with UPS's strategic goals. Building on the unique culture of the company and The Foundation, the VP will help guide this ambitious change effort through their foundation expertise, a passion for service, imagination and humility.

In partnership with a committed, engaged President, The Foundation board, leadership team and staff, mandates for the VP will include:



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Mandates for the Vice President will include Working with the President and the TUPSF team on foundation redesign efforts to refine and calibrate the goals and targets for grantmaking and to realize immediate and long-term goals for change.



- Helping TUPSF grow and advance systems, build data and analysis capacity and clarify grantee roles and accountability to enable greater impact and return on The Foundation's investments – increasing brand relevance in key markets globally
- Working with the President and the TUPSF team on Foundation redesign efforts to refine and calibrate the goals and targets for grantmaking and to realize immediate and long-term goals for change
- Bringing, identifying and/or creating the tools that represent best-in-sector innovation to ensure that TUPSF is a model for corporate grantmaking
- Being a steady and capable change management partner to the President to ensure that culture, internal and external partnerships and progress is both transparent and graceful

### **The organization is at a critical inflection point.**

While The Foundation's reputation is solid and respected, the future success of TUPSF's strategic philanthropic investments lies in streamlining its grantmaking, making deliberate choices to support missions and needs that are in concert with its core goals and partnering with grantees to ensure accountability and fidelity between initial aspirations and successful outcomes. The VP will be an essential part of The Foundation navigating these changes and meeting its goals for the future.

## **The Organization**

UPS is the world's premier package delivery company and a leading provider of global supply chain management solutions. The company operates one of the largest airlines and one of the largest fleets of alternative fuel vehicles under a global UPS brand.

UPS delivers packages each business day for 1.7 million shipping customers to 11.8 million delivery customers in over 220 countries and territories. In 2021, the company delivered an average of 25.2 million packages per day, totaling 6.4 billion packages during the year.

**The UPS Foundation was founded in 1951, and over its 70-year history, The Foundation has given more than \$3 billion to communities worldwide.** Service is in UPS's DNA. Its founder, Jim Casey, was ahead of his time when he created The UPS Foundation more than 70 years ago, and TUPSF is rooted in Jim's belief that the company's success is defined not only by its achievements in business but also by its pledge. As UPS celebrated this 70-year milestone, The Foundation honored its Founder's vision of a company that embraces and partners with its community to deliver meaningful impact. As part of this celebration, TUPSF announced a new direction that focuses its work and charitable giving on the tenets of equity and justice in the most vulnerable and underserved communities.

TUPSF's commitment to philanthropy is multi-dimensional. This means combining employees' skills, passion and time with the company's logistics expertise, transportation assets, and charitable donations to make a measurable difference in society. As communities continue to grow and evolve, so does the UPS Foundation's philanthropic approach, always focusing on four areas representing the purpose of its mission and that reflect UPS's values. Currently, these areas of focus are:

- **Health & Humanitarian Relief** - improving the well-being of people and communities by tapping into our partnerships and innovative logistical expertise to deliver health and humanitarian solutions for underserved and impacted communities.



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Targets outlined in the strategic plan include planting 50M trees with a focus in urban communities between 2015-2030.



- **Equity and Economic Empowerment** - delivering pathways to create resilient, just, and safe communities.
- **Local Community Engagement** - promoting volunteerism and building capacity within the nonprofit sector.
- **Planet Protection** - advancing environmental justice and a sustainable world.

**TUPSF goals going forward are ambitious.**

Targets outlined in the 2021-2025 strategic plan include:

- 25% of charitable donations targeted toward underserved women, youth and marginalized communities
- To record 30M volunteer service hours from UPS employees globally between 2011-2030 and 1M volunteer hours in underserved Black communities by 2030
- Improving the well-being of 50M beneficiaries in underserved and impacted communities each year
- 50M trees planted with a focus in urban communities between 2015-2030

The Foundation's **impact** is impressive; representative examples from 2021 include:

- 34.5M COVID-19 vaccines delivered
- 1.1M volunteer service hours recorded
- 30+ Disasters responded to globally
- 170 Countries reached through global philanthropy
- 100,000 volunteer hours recorded in underserved Black communities
- \$51.4M contributed to United Way campaigns

TUPSF has a committed staff of 32, and an engaged [board](#) of 6 leaders from the corporation guiding its direction and supporting its work. The Foundation will make ~69M in grants in 2022 across its program areas and supports grantees through a combination of cash grants, in-kind support and considerable levels of passionate volunteerism by its employees.

A copy of the UPS Foundation's social impact report can be found [here](#).

## The Responsibilities

The VP will bring vision, executive presence, passion for service and credibility within the field of corporate philanthropy. With strong communication and relationship skills and proven expertise in philanthropic systems and best practices, the new leader will help TUPSF calibrate its efforts to strategically optimize UPS's investments in global change.

More specifically, the VP will:

- 1. Collaborate with the President in setting and driving innovation, organizational vision and strategy, and help the President engage internally with the company's executive leadership and externally with critical community partners and funders.** The VP will build on TUPSF's reputational, experiential and human capital, and find ways to move the organization forward that drive innovation and outcomes and deliver measurable long-term impact that is well-aligned with corporate values and commitment to supporting community. Together with the President, the VP will effectively communicate the progress and impact of The Foundation's work in ways that affirm the value of grantmaking to the balance sheet and work of the enterprise, and that inspires external partners and grantees by showing the authentic results of community investment.



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The new leader will seek out, implement and help execute strategies that will drive success and ensure that the return on the grantmaking investments is optimized.

- 2. Effectively translate The Foundation's strategy into clear, measurable outcomes and help build The Foundation's capacity to achieve them.** The VP will be adept at clearly and persuasively sharing ideas regarding The Foundation's goals, work and strategy across a wide spectrum of stakeholders. They will help the President maintain The Foundation's focus on outcomes and grow its capacity to realize them through planning, measurement and a well- developed ability to capture, utilize and apply data regarding impact.
- 3. Oversee and analyze TUPSF Communications and Information Technology and identify ways to develop and advance consistent processes and systems across The Foundation.** The VP will bring foundation and philanthropy systems expertise and work together with the President and leadership team of TUPSF to help The Foundation become more effective, more collaborative and ensure that financial and human capital are working together towards the goals of The Foundation. The new leader will seek out, implement and help execute strategies that will drive success and ensure that the return on the grantmaking investments is optimized.
- 4. Serve as the right hand and thought partner of the President in managing current change initiatives.** The VP will be a thought partner and a strategy deputy to the President and help ensure a smooth shift to new systems and structures for TUPSF - helping lead change with humility, patience and grace. Longer-term, the VP will develop and execute strategies to improve the workflow of The Foundation to help minimize the throughput time it takes for ideas to become impact and create more space for the President to advocate for the work of TUPSF on the global stage.

- 5. Be a strong teammate, embody the UPS culture and build trusted relationships with peers, direct reports, key partners, and stakeholders.** Demonstrating an unwavering commitment to service and collaboration through example, the VP will be a gifted teammate and leader that will provide thoughtful executive leadership that is inclusive, transparent and defined by shared vision, values, high standards, accountability and a collective desire to achieve outcomes. They will understand the inherent benefits of humility and teamwork, will be a good listener, share and receive ideas with enthusiasm and receptiveness and will be someone whom colleagues, stakeholders, grantees and philanthropic leaders will respect and want to work with. Together with the President and the leadership team, the new VP will promote a culture of collaboration, support and teamwork that celebrates and inspires exceptional work – affirming TUPSF as a destination where the best and the brightest in corporate philanthropy will come, thrive, contribute and grow and help make The Foundation’s aspirations for impact a reality.

## The Relationships

<b>The Vice President reports to:</b>	President, The UPS Foundation
<b>The Vice President’s direct reports include the leaders of:</b>	<ul style="list-style-type: none"><li>• Manager, Impact, measurement, Data Analytics and Research</li><li>• Supervisor, Impact Measurement and Data (to be hired)</li><li>• Director of Grantmaking Strategy (shared reporting relationship with VP of Global Community Impact)</li><li>• Manager, Communications</li><li>• Communications Intern/fellow</li></ul>
<b>Other key Vice President relationships include:</b>	<ul style="list-style-type: none"><li>• UPS Foundation Board</li><li>• UPS Foundation management team and staff</li><li>• Leaders across the philanthropic community</li><li>• Key program partners</li></ul>

## The Candidate

The VP is a compelling philanthropy professional with proven success in grantmaking, expertise in foundation best practices (ideally in the corporate sector), innovation and systems change. The VP will bring humility and quiet confidence and guide innovation, systems and change initiatives with both conviction and grace. The VP will be comfortable in the worlds of philanthropy, business, the NGO community, government, diverse communities, and across the full spectrum of current and prospective TUPSF grantees. Specific assets will include:

- Strong corporate presence
- Solid understanding of corporate philanthropy
- The ability to thrive in a fast-paced, dynamic corporate environment while also embodying steadiness and grace





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Assets of the Vice President will include a business-minded thinker who understands the value of corporate philanthropy on communities, the balance sheet and the brand.

- Cultural competency; someone who is additive to foundation and UPS corporate culture and a natural teammate and ambassador for the work of UPS
- A humble leader who is a good manager of people
- Fluency in communicating effectively across a continuum of environments - nonprofit, corporate, philanthropic
- The ability to work collaboratively across a complex ecosystem
- An intentional commitment to kindness
- Facility with distilling vision into key concepts and the ability to effectively communicate ideas verbally, visually and in writing
- A business-minded thinker who understands the value of corporate philanthropy on communities, the balance sheet and the brand
- A palpable passion for and commitment to serving marginalized communities
- Facility with gathering, managing and applying data and information
- An organic, authentic and demonstrated belief in the importance of diversity equity and inclusion
- Agility, adaptability and someone who is constantly learning

## The Location

The Vice President is based at UPS's global headquarters located in North Atlanta between the Sandy Springs and Dunwoody neighborhoods of Atlanta - among the most dynamic metropolitan areas in the country. Regularly cited for livability and civic engagement, Atlanta is a leading city for sustainability and home to over five million residents.

Atlanta ranks third nationally in corporate headquarters. It is home to the world's busiest airport and major educational institutions including the country's largest consortium of historically black colleges and universities including one of only a dozen United Nations Regional Center of Expertise for UN Sustainable Development Goals. In addition to UPS, Atlanta is home to both corporate headquarters (Delta, Coca-Cola, NCR, etc.) and nationally prominent public-benefit and nonprofit organizations such as the Task Force for Global Health, American Cancer Society, Habitat for Humanity International, Children's Healthcare of Atlanta and CARE.

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For potential consideration or to suggest a prospect, please email

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or call **Michelle Hall** or

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