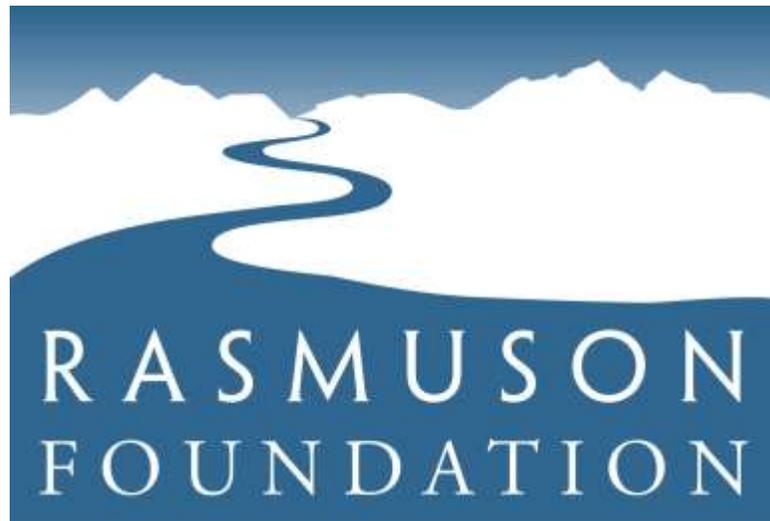




RASMUSON FOUNDATION

**President & CEO
POSITION GUIDE**

August 2022



Position:	President & CEO
Reports to:	Board of Directors
Location:	Anchorage, AK

Mission

To promote a better life for Alaskans.

Philosophy

The Foundation acts as a catalyst for change; helps Alaskans help themselves and embraces the diversity within Alaska.

Geographic Area of Giving

Alaska.

About Rasmuson Foundation

The Rasmuson Foundation (the “Foundation”) is the largest private foundation in the State of Alaska with assets of approximately \$800M and annual [grantmaking](#) in excess of \$35M. Since its founding in 1955, the Foundation has supported nearly \$500M in grants and support to organizations across Alaska. The primary funding priorities of the Foundation include support for:

- Civic responsibility and individual philanthropy amongst Alaskans
- Economic possibilities for Alaskans
- Educational opportunity for Alaskans
- Quality health care for Alaskans
- Vibrant arts and culture in Alaska

Within these broad priorities, the Foundation has dedicated grant programs in the Arts and Culture, Health Care, Social Services, Education, Recreation, Families, Communities, and Economic Growth. The Foundation supports multi-year grants in excess of \$10M as well as grants of \$25K or less to approximately

300 Alaskan nonprofits per year. With few exceptions, the Foundation’s grantmaking is focused on supporting nonprofit leaders and the people they serve in Alaska.



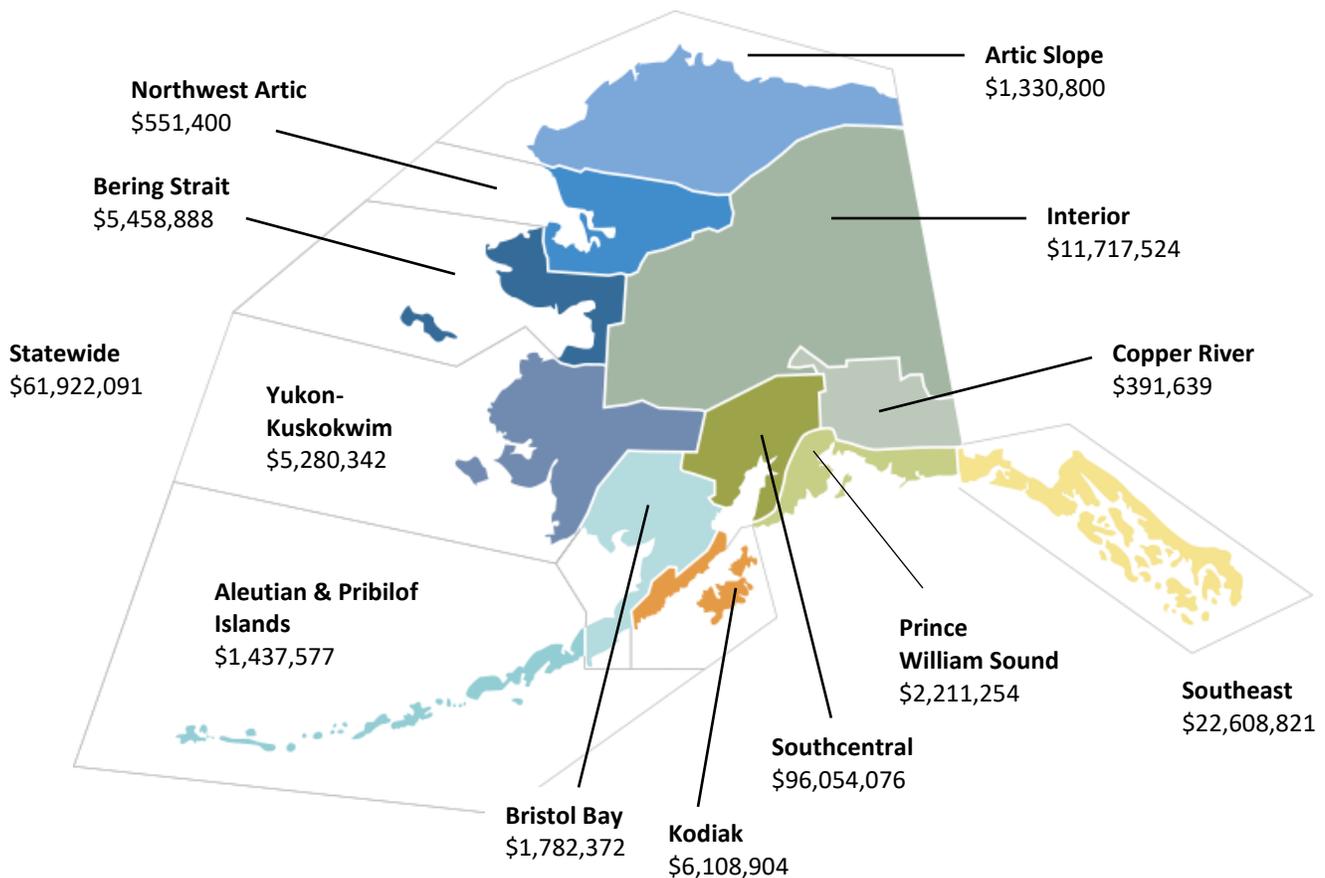
The Foundation supports several dedicated [initiatives](#) and other long-term grantmaking programs that have been developed in the Foundation or have been long-term partnerships with important Alaskan organizations. Initiatives are typically multi-year efforts that seek to position the Foundation as a “catalyst” for change. Recent initiatives have included multi-year investments in homelessness, oral health, recover Alaska, growing philanthropy, COVID-19 Response, and support for the Plan for Alaska’s Future. For example, in its homelessness and housing initiative, the Foundation works closely with Alaska Housing Finance Corporation (AHFC) on Greater Opportunities for Affordable Living (GOAL), which provides grants, federal tax credits and zero-interest loans. The Foundation is also a partner in Housing Anchorage, a collaboration of city and state agencies, private developers, and nonprofits that seek to find broad-based community solutions to improve housing options for Anchorage’s workforce and to spur economic growth. The Rasmuson family and Rasmuson Foundation have been longtime supporters of the [arts](#), helping to build museums, develop collections statewide, provide funds for art in new public

buildings, and supporting individual artists with awards, including the annual Rasmuson [Distinguished Artist](#), which supports Alaskan artists who have contributed to vibrancy of Alaska’s artist community.

The Foundation accepts grant requests that are categorized as “[Tier 1](#)” (\$25K or less) or “[Tier 2](#)” (in excess of \$25K.) Tier 1 grants are nearly all for capital grant items, including support for new computers or other technology upgrades, office equipment, vehicles, sports equipment, films, books, or other collections. Tier 2 grants are also mostly for capital projects, including new libraries, community centers, medical clinics, shelters, parks, etc. Additionally, the Foundation has also supported operating costs of nonprofits under certain circumstances. The Foundation team travels extensively through the state, believing that site visits are critical for both due diligence and partnership with nonprofits.

In addition to making outright grants, Rasmuson Foundation has utilized [program-related investments](#) to support its investments in major initiatives. Generally, the Foundation uses PRIs to achieve systemic outcomes such as increased employment; increased home ownership; neighborhood stability; redevelopment projects; and increased availability of safe, secure, and affordable housing, food, and services. To achieve such outcomes, the Foundation uses PRIs to increase availability of credit and capital to nonprofit intermediaries, banks, community development financial institutions, and small-business developers. Primarily, the Foundation looks for PRI opportunities in affordable housing, community and economic development, and historic preservation.

Grants between 2014-2022 totaled \$224,106,309 and supported Alaskans across the state.



Rasmuson Foundation supports nonprofits that are focused and effective in the pursuit of their goals. It supports accountability, clarity of purpose and cautious use of resources. To aid its grantees, the Foundation brings in experts to provide perspective and knowledge; convenes forums on subjects of grantee and community interest; and helps grantees disseminate their expertise in the community.

The Foundation is guided by third generation (G2s) Rasmusons, Judy Rasmuson, Lile Gibbons, and Cathryn Rasmuson, along with fourth generation leaders Jay Gibbons, Adam Gibbons (Chairman) and Natasha von Imhof, who serve on the Foundation's 12-member [Board of Directors](#) along with six public members. The Foundation currently employs approximately 30 [team members](#) who focus on the Foundation's grantmaking and strategic activities. The Foundation is supported by the eight-person Rasmuson family office, Latash Investments LLC, which provides investment advisory and related services to the Foundation and family.

History of Rasmuson Foundation

The Rasmuson Foundation was founded in 1955 by Jenny Olson Rasmuson and her son, Elmer E. Rasmuson, in honor of Jenny's late husband and Elmer's father, Edward Anton ("E.A.") Rasmuson. Separately, Jenny and E.A. had emigrated from Sweden to Alaska as missionaries of the Swedish Evangelical Church in 1901 and 1904, respectively. They met in Yakutat, Alaska, a Tlingit community in Southeast Alaska of approximately 250 residents and were married in 1905. They raised two children in Alaska, Elmer and his older sister, Evangeline.



Jenny Rasmuson



E.A. Rasmuson



Elmer Rasmuson

In 1918, although he had no prior banking experience, E.A. took control of a struggling bank, Bank of Alaska. From 1918 to 1944, E.A. ran the Bank of Alaska with branches in Anchorage, Skagway, Cordova, Wrangell, and Ketchikan. In 1946, E.A. passed control of Bank of Alaska to his son, Elmer, who moved the headquarters to Anchorage. Under the care of E.A., Elmer and finally that of Elmer's son, Edward (Ed), three generations of Rasmusons steered and grew the once-struggling Bank of Alaska into the dominant commercial banking franchise in the State of Alaska, National Bancorp of Alaska (NBA). At its peak, NBA had over 50 branches across Alaska.

After E.A.'s death in 1955, Jenny Rasmuson and Elmer created Rasmuson Foundation in honor of E.A., who died in 1949. They also wished to reflect their family's great love of Alaska. Jenny and Elmer's vision for the Foundation was to support projects of lasting impact to benefit Alaskans. These core beliefs in service, family, community, resource development and a deep love of the land continue to shape the Foundation's philosophy of giving to organizations that demonstrate a respect for the land and its people, for sustainable economic development, and for the enhancement of the arts and social services in Alaska. The Foundation's first grant in the 1950s was \$125 to a Presbyterian church for a motion picture projector.

For decades, the Foundation's assets were less than \$10M and its annual grantmaking sums were in the thousands. In 2000, in part to effectuate Elmer's charitable estate intentions, Ed and Elmer sold NBA to Wells Fargo. That same year, Elmer Rasmuson passed away at the age of 91 and left the bulk of his estate, approximately \$400M, to the Rasmuson Foundation, altering its trajectory as a grantmaker significantly.

Between the mid-1990s to 2021, the Foundation was Chaired by Ed Rasmuson. Under Ed's leadership the foundation became the dominant philanthropic entity in the state, gained a national reputation as an innovative grantmaker, and most importantly, positively impacted the lives of thousands of Alaskans through its expanded grant program. Among his important achievements was the hire of the Foundation's first part-time employee, Diane Kaplan, in the late 1990s who became its first President and CEO in 2001. In early 2022, Ed passed away, leaving his indelible mark on the State of Alaska. In 2019, the Board appointed Adam Gibbons, a fourth generation Rasmuson and longtime member of the Board of Directors, as the third Chairman of the Foundation in its 67-year history.



The Opportunity

This is a critically important time for Rasmuson Foundation. For the past two decades, the leadership of the organization has expanded the impact and influence of the Foundation, establishing it as the premier private funding entity in Alaska. With the recent transition in leadership at the Board level, the fourth generation of the family is assuming leadership and stewardship of the Foundation and driving its future in new and exciting ways.

From an organization that in the 1990s largely operated and made small capital grants once a year, the Foundation has grown significantly the last two decades. As recently as ten years ago, Rasmuson Foundation had fewer than 15 employees. While it still largely focuses on making capital grants, it has become more active in initiating change where it has identified a need. This has resulted in the Foundation

taking on more initiatives, which require more time and more resources, and more strategic engagement across the Board and the key stakeholders.

As the Foundation enters a new era of impact, the incoming President & CEO will be provided the opportunity to expand the scope and activity of the Foundation, guiding the Board in their efforts to create positive change throughout Alaska. This will include the development of an aligned strategy to drive philanthropy and grantmaking in the future, increased staff support and growth in their professional roles as leaders within the organization, and, importantly, candid and supportive dialogue with the Board to shape their future philanthropic strategies and their role in supporting the broader success of Alaskans.

Position Summary

The President & CEO reports to the Board of Directors with primary interaction with the Board Chair.

- **Board/Governance**

The President & CEO will build a relationship with Board members to foster alignment around proposed strategies to implement the mission and objectives of the Foundation. The CEO will strive to empower and engage Board members to contribute to Foundation's work in a manner that fits with their desires and adheres to its guiding philosophy. In the coming years, the CEO will develop opportunities for members of the 5th generation to become more formally involved with the Foundation and its work.

- **Strategies and Objectives**

The CEO will be responsible for crafting and developing clear and ambitious strategies to achieve the mission of the Foundation and for setting objectives and metrics to measure success. This leader will help build consensus among Foundation Board members around the proposed strategies and objectives and will lead the implementation of key activities to advance the strategic approach.

- **Mission and Strategy Fulfillment**

The activities of the CEO will include defining the approaches to implement approved strategies. In collaboration with the Board, the CEO will deepen relationships with current and potential Statewide partners and will enhance the Foundation's approach to grantmaking. The expectation is that the CEO will develop a community engagement strategy that will provide for supportive, trust-based, and engaged dialogue about the issues that inform Foundation's work.

- **External Leadership**

The CEO will be the primary public spokesperson on behalf of the Foundation and represents it in the communities where the Foundation is active. The CEO will be responsible for outward facing leadership to represent the Foundation's interests. In this role, the Executive will identify opportunities to connect with people and organizations to advance the Foundation's mission and strategic focus, including hosting conversations that deepen the exchange of ideas and solutions. As a leader in the community, the CEO is likely to be sought out for advice and counsel by many Alaskan non-profit organizations. Some of the Foundation's partners (such as United States Artists and the Alaska Community Foundation) may invite the CEO to be a Board member of their organization.

- **Administration and Culture**

The CEO will be responsible for designing, implementing, and evaluating all aspects of Foundation's operations, including policy recommendations to the Board and any recommendations regarding the Foundation's staffing and capacity. The executive will drive a culture of autonomy and accountability among staff and support professional growth opportunities for staff to further their own careers within the Foundation.



Candidate Profile

Rasmuson Foundation seeks a leader who has a strong passion for service and an authentic interest in and commitment to the Foundation's mission and vision. This leader must have a deep love of, and commitment to, Alaska and its people.

The ideal candidate will have a keen understanding of multi-generational family dynamics and the ability to communicate and build relationships with individuals of different ages, backgrounds and perspectives. The candidate should have experience and comfort with an organization that is evolving and working through strategic and structural change. History of successfully engaging with an active governing board is critical. Work with a private foundation and/or a family board is highly valued.

The candidate should have experience and comfort with developing an organization's strategic objectives to achieve its mission and measure success. The candidate should be able to demonstrate success in implementing an organization's strategy. The ideal candidate will be a thought leader among the Board and the communities where the organization is active. They should have the ability to listen, collaborate and develop consensus. Critical thinking and project management experience are important attributes. The individual should have the ability to assimilate and translate diverse thoughts into actionable and cohesive initiatives and activities.

The successful candidate will exhibit exceptional interpersonal skills to effectively interact with diverse communities, including Board, staff, grantees, community groups, policy leaders, governmental officials, and other key stakeholders. The President & CEO must be able to convey the mission of the Foundation to a variety of constituents, some of which the organization has not successfully engaged in the past and maintain effective and efficient external communication with all key stakeholders. This individual must be confident, thoughtful and have the appropriate skills and presence to work in an effective, collegial, and collaborative manner with the grantees and partners involved in the Foundation's work, knowing when the Foundation should lead, and when others in the community should step forward.

The ideal candidate will be both a strong and effective leader with a commitment to positive relationships among the organization's staff, supporters and any volunteers. The candidate will have experience and the ability to foster a collaborative and welcoming work environment in leading and working with a competent, accomplished staff. A proven ability to hire, coach, and lead employees as an effective team of closely coordinated, highly professional staff members is a must. This individual will have an inclusive, team-oriented, delegatory management style that inspires, empowers, motivates, and develops staff while setting measurable goals and holding each other accountable.

The ideal candidate must be able to speak extemporaneously and intelligently to diverse audiences about the issues and subjects related to the Foundation's primary fields of interest. This person must exhibit professional skills honed through public speaking and collaborating with key stakeholders. Successful candidates will demonstrate an ability to be comfortable in a broad variety of social settings and communicate effectively and respectfully with a broad and diverse range of individuals.

A strong temperament for risk-taking and a willingness to challenge the status quo are highly valued. The candidate should be a fierce advocate, convenor, and educator while understanding the Foundation's non-partisan role in advancing its mission. This person will possess well-developed administrative skills and will have a predilection toward action in their day-to-day management.

Experience and/or connection to Alaska is highly valued. Candidates who have had experience in rural communities would be advantageous. Individuals with foundation or nonprofit experience would be ideal. Comfort with extensive travel across Alaska will be important. A bachelor's degree is required, a master's degree is a plus. Affiliation with and leadership in local, state, or national professional associations and continuing education and professional development is helpful.

Compensation and Benefits

Rasmuson Foundation offers a competitive salary and benefits package. Overall compensation will be in-line with national compensation benchmarks for a private grantmaking entity of similar asset size.

Benefits include a robust health care package which include medical, dental and vision benefits, paid time off for vacation, family care, mental and physical health, religious holidays, civic duties, and bereavement, as well as a retirement plan.

How to Apply

To apply, please submit a current resume and letter of introduction to Kittleman & Associates, LLC at <https://bit.ly/3c20uVl> (click on the Apply button at the bottom of the page). For more information about Rasmuson Foundation, please visit <https://www.rasmuson.org/>