



DAVID WEEKLEY FAMILY FOUNDATION INTERNATIONAL FELLOWSHIP

Role:	Full-time, two-year fellowship
Reports to:	Robin Bruce, President, David Weekley Family Foundation
Start date:	Immediate hire
Location:	Austin, Texas with extensive travel ¹
Compensation:	~\$65k-\$85k, commensurate with experience

The inaugural **David Weekley Family Foundation International Fellowship** provides a unique opportunity for a dedicated, entrepreneurial, results-oriented, thinker and doer who is eager to learn various aspects of a fast-paced philanthropic organization.

The David Weekley Family Foundation (DWFF) invests time, treasure, and talent in scaling nonprofits that promote human flourishing and poverty graduation; it concentrates the majority of our international efforts across three core sectors: justice, health, and livelihoods. In short, **we support highly effective interventions in the far-reaching corners of the world that tackle the great challenges of poverty with integrity, ingenuity, and scale.**

DWFF's International Fellow needs to possess a positive and resourceful nature and be comfortable with ambiguity, as everyday will present new challenges. We expect the Fellow to be an involved and engaged member of the DWFF team, proactively identifying and helping to fill areas that are in need of additional support.

Given the Foundation's commitment to running a lean team, it can be expected that the Fellow's learning curve and responsibilities will develop and deepen quickly and continue to evolve over the two-year commitment.

This position is ideal for an individual who is embarking on a career in the nonprofit or philanthropic sectors, and looking to learn the inner-workings of a grant making organization and how the fields operate more broadly. The Fellowship is a full-time two-year position. Fellow will receive a competitive salary with [full healthcare and benefits](#). In addition, there will be a \$3,000 stipend available over the course of the fellowship for professional development experiences relevant to the role or the work of DWFF.

Following the two-year fellowship, the DWFF team will commit to support the Fellow in seeking the next step in their career, leveraging its network of nonprofit and philanthropic organizations.

¹ Relocation to Austin is open to some discussion for the right candidate.

Job Summary

The David Weekley Family Foundation's International Fellow provides strategic analysis and management of DWFF's international grant and impact investment portfolio, which is focused on alleviating global poverty. In this role, you'll be responsible for helping build and maintain an approximately \$10 million international portfolio that supports high-growth, high-impact nonprofits and social enterprises.

Please review the addendum document on the foundation's giving philosophy for additional detail, as this person is responsible for supporting its implementation.

For DWFF, the fellows program has two primary objectives:

- Support the foundation's ability to solve complex problems by accessing exceptional, global talent with diverse backgrounds and experience;
- Develop fellows who become future leaders in sectors and regions that align with our mission by enhancing their exposure to and experience in international development.

Personal and Professional Qualities

Compelling candidates will demonstrate:

- Familiarity with, experience in and passion for the non-profit and/or philanthropy sectors
- **Self-starter and self-motivated.** Working without support staff and with limited colleagues, this person will need to be able to manage himself or herself. Functions well in small-team environment.
- **Inquiring, curious, critical thinker** with positive, "can do" attitude
- **Intellectual horsepower.** Needs to process information quickly; marshal evidence to sustain a logical argument; evaluate data that's sometimes conflicting, incomplete, or unreliable.
- **Shrewd and savvy.** Know how to facilitate conversations; identify and solve bottlenecks to achieve desired outcomes; interpret and anticipate the needs of others.
- **Socially ambidextrous.** Must be able to navigate the extremes of social situations, from mingling at cocktail hour with billionaires to eating rice and beans on a dirt floor with farmers in Africa.
- **Excellent communication and writing skills** with an ability to communicate confidently both within the Foundation and externally
- **Demonstrate sound judgment** and always strive to "do the right thing"
- **High level of maturity** and high level of professional etiquette including discretion regarding sensitive information.
- **Driven by their Christian Faith** with a commitment to living out Biblical values personally and professionally.

Activities:

- Managing international existing grants and impact investments, regularly reviewing their financial and social progress.
- Identify new grant and impact investment opportunities. Bring them through a due diligence process, resulting in a recommendation on funding. With cooperation from grant partner, establish measurable milestones to define success. Upon entrance into the portfolio, maintain communication with grant partners and, where appropriate, help them achieve their impact goals.
- Understand key trends and methods to alleviate global poverty within the Foundation's focus areas.
- Maintain and fruitfully engage with peers in philanthropy and experts in relevant subjects.
- Communicate proactively and responsively to new queries, current grant partners, and foundation trustees.
- Provide advice and assistance to grant partners in their strategic planning, execution of growth plans, organizational development... whatever it takes for the partner to succeed. Deliver unique, valuable, timely help.

Expectations:

- Travel. Make site visits to prospective grant partners and current portfolio organizations. Attend relevant conferences. Expect to travel 25% to 40% of the time, with 3-6 international trips per year.
- Program. Fill the portfolio with high-impact grant partners and impact investments. Cull the underperformers. Leverage the foundation's resources to maximize alleviation of physical and spiritual poverty.
- Qualifications: MBA or advanced degree in relevant field preferred. International experience and cross-cultural fluency highly desired. Must juggle multiple projects simultaneously, with immediate and long-term deadlines.
- Communication. Submit weekly reports by email to the foundation's trustees, documenting activities, insights, and future plans. Write new (and renewal) grant and impact investment recommendations throughout the year. Create annual dashboard. Always respond to communication with urgency.

To Apply

To apply, all candidates must submit the following to apply@dwf.foundation

- Resume and cover letter
 - Nomination note from a non-peer nominator endorsing your candidacy. Potential nominators include professional supervisor, professor, advisor, etc. who has worked closely enough with you that they can speak to your qualification for this position.
-
-

DAVID WEEKLEY FAMILY FOUNDATION GIVING PHILOSOPHY

INTRODUCTION

This document is an overview of how the David Weekley Family Foundation currently makes funding decisions.

CHARACTERISTICS OF GRANTEES

Our Strongest Partners Display the Following Traits:

- A unique and well-defined mission;
- Excellent programs or services that clearly advance the mission;
- A three to five-year strategic plan;
- A business model and cost structure demonstrating that the organization will make a greater impact in a more efficient way as it grows;
- Strong executive talent with a coachable spirit;
- A clear path to measure results;
- A strong and effective Board of Directors, or a desire to establish one, and;
- A spiritual integration plan or willingness to create one (for our Christian partners).

A. MODEL

Most grantees demonstrate the following:

1. **HIGH LEVERAGE:** They can accomplish a lot with a little. Our funding releases human potential that has a multiplier effect.
2. **SCALABLE:** They have the desire and propensity to grow in impact and influence to potentially serve millions of people.
3. **SUSTAINABLE:** They will need our Foundation's resources less and less over time. Possibly they are broadening their donor base or they are growing their self-generated income.

B. SIZE

We prefer to support small organizations that have passed the risky start-up stage, but are not so big that our grant will not have a meaningful impact on the organization. Generally, this means we often begin funding relationships with organizations that have operating budgets between \$1 million and \$5 million.

C. FOCUS

We favor gifts that support the following sectors:

- Human Flourishing, not Animals or Plants
- Income Generation
- Youth Character Development
- Strengthening Families

- Healthcare Access
- Pre-University Education in International Settings
- Justice, Rule of Law, and Land rights

We generally do not support the following:

- Relief Efforts because they can be damaging to long-term development and there is already a significant amount of money donated for relief efforts.
- Food Banks or other forms of handouts; unless they are demonstrably graduating people from poverty.
- Individual Scholarships or awards because they do not demonstrate enough leverage and we do not believe in cherry picking the best and brightest; we want everyone to have the same opportunity to flourish based upon their own effort.
- Political or Advocacy-Focused Organizations.
- The Arts, University and Alumni Organizations, or large Medical Organizations because these groups already have built in constituencies.
- Events in the form of table sponsorship or naming rights.

D. LEADERSHIP

Leadership is about much more than charisma. The entrepreneurial leaders of the nonprofits we support have the following:

- 1. Passion.** If they are not passionate, they will not be able to inspire their staff, other donors, or other constituents. Often, the leaders we work with are so passionate that they sacrificially give up higher paying positions to live in difficult places to better serve their beneficiaries.
- 2. A Coachable Spirit.** Are their leaders constantly learning and have an unquenchable desire to improve? Are they humble enough to ask for help when they need it? Leaders need to be transparent and authentic; the more leaders expose their weaknesses, the more we can help. Most nonprofit leaders do not come from a business background, they are typically program experts by definition. But if they are coachable, they can learn the necessary business concepts to succeed. We are not looking for perfect organizations; **THEY DO NOT EXIST!** We are looking for organizations with leaders that want to improve and can improve.
- 3. The Desire to Grow.** Do they have a desire to do more and more or are they content with their current size and impact?
- 4. Results Orientation.** Do they just have a good idea or can they prove their idea is working? Have they created a culture of measurement in which staff are driven towards the highest levels of efficiency and impact?

E. MEASUREMENT

The economics of the nonprofit sector are less rational than the private sector, and there is often little correlation between a nonprofit's execution of its mission and its ability to fund itself. We believe that a Biblical stewardship of God's

resources demands that we use our minds as well as our hearts in deciding which nonprofits and ministries to fund.

We believe that nonprofits should hold themselves to a higher standard of performance and accountability because they are entrusted with gifts provided by donors who can freely choose to support any - or none - of the millions of charities that exist today. We hold faith-based groups to the same accountability standards in performance and stewardship as secular nonprofits because excellence in our work is firmly supported Biblically.

This means we ask tough questions and insist on measurable results. We work in partnership with the organizations we support to find contextually appropriate ways to measure and report progress and outcomes. It is always best when an organization creates their own metrics for internal productivity and external impact. Metrics should primarily be to improve, only sometimes to prove.

F. MARKET BASED SOLUTIONS

Poverty alleviation efforts almost always have the best of intentions, but these efforts sometimes have minimal long-term impact on the intended beneficiaries and can, in fact, have negative consequences - such as distorting natural market forces and creating long-term dependency. For these reasons, it is very rare for the Foundation to support handouts. We believe that handouts promote paternalism and rob people of their God-given dignity to provide for themselves and their families. We believe that operating in a "market-sensitive" way forces organizations to pay attention to their real customers, the poor, and to constantly refine their value proposition. In addition, organizations that employ market-based solutions are more likely to become sustainable in the long run because they are less reliant on outside funding.

G. SPIRITUAL INTEGRATION

We cannot pretend that integrating our Christian faith with our daily work is easy but we are excited to walk alongside organizations that try. We have found that the more we compartmentalize our faith from our work, the less genuine and robust each are. For this reason, among others, we whole-heartedly encourage our Christian brothers and sisters to run holistic programming that impacts the mind, body and spirit. For our Christian partners, measuring spiritual impact is a tremendous challenge, but a worthwhile task.

GUARDRAILS

We typically give no more than 5 to 10 percent of an organization's operating budget, any more can create dependency on our Foundation for survival. We typically do not give more than 20 percent for a capital campaign.

Whenever possible, we prefer to make general operating grants, as long as we understand the entire organization, trust the leadership, and believe they will spend money wisely. We will occasionally do project specific grants to encourage a grantee to focus on a specific area. We will also do a project specific grant for an exciting new technology that will have outsized impact for the organization in comparison to the cost.

We do not prefer multi-year grants unless it will be the last grant we give an organization or unless we deeply trust the leadership. If we are funding a specific initiative, it might last for 3 to 5 years and then cease. Internationally, we prefer to give year after year if the impact continues.

We like matching grants especially when it inspires new donors to give to an organization we support. And when we are responding to someone else's matching grant, we like the leverage when our \$1 becomes \$2 or \$3 etc.

Grants are rarely given anonymously because we want our gifts to inspire others to give generously. Naming rights have almost always been declined except when the majority of Trustees believe it would be in the best interest of the Foundation and our partners to accept.

We are typically not interested in "pooled funding" where we cannot make the final decision on where our money goes. However, we are not opposed to collaboration, as long as we retain the right to choose where the money ends up. We are generally not involved in public/private partnerships unless our gifts can leverage government money at a very high level.

Grants should demonstrate some results within the first year. The organization does not need to reach all goals set within a year but they must at least make progress towards stated objectives. We do not need immediate payoffs but we are interested in funding an organization that will not create impact for several more years.

PARTNERSHIP

We believe there is a stewardship of influence, a certain position within a community, as well as affluence. Sometimes our influence can be even more impactful than our money. We aim for our involvement to be engaged but not burdensome. At the end of the day, it is the people working IN the nonprofit that know the most, whereas we are outsiders looking in. We try to always be careful that our suggestions are not followed just because we are donors. We do not want our influence to ever cause an organization to drift off mission or do something that they do not believe in.

For this reason, we are always careful not to get too excited about an idea or initiative that the nonprofit does not "own" themselves. If we force an idea, it never works out. We have to be careful not to push nonprofits to grow too quickly or to move in a

direction they are not intending. Because of our role as donors, mere brainstorming on our part could be interpreted as a directive the organization must to follow.

For all of our partnerships, we aim to challenge and push one another to be better. We want grantees to say their relationship with the Foundation is good, although it may be hard.