

## **Director of Knowledge Innovation**

### **About Us**

The Stupski Foundation is a private, not-for-profit operating foundation whose mission is to improve life options for children of color and poverty through the transformation of public education across the country. We do so by providing state, district and school leaders with the knowledge, tools and connections they need to redesign their systems so that breakthrough learning can be brought to scale. We are located in San Francisco, California with an annual budget of approximately \$15 million and 23 full-time staff, with plans for expansion.

### **Overview**

Through research using traditional and non-traditional methods, rapid-cycles of learning with partners in schools, districts and states, and innovative uses of multiple data streams, the foundation will develop a sector-wide online/offline system innovation knowledge platform to support system leaders, intermediaries and product/service designers. In doing so, it will also help to foster a renewed innovation RDD capacity for schools, districts and states, in support of the field's emerging search for research that is more relevant, useful, directly engaged with practitioners, systemic, focused on effective implementation and organizational learning, comfortable with diverse methods and measures and connected to concrete high-leverage problems of practice in schools and districts.

This platform will be developed and field-tested through The Partnership for Next-Generation Learning's six-state Innovation Lab Network. Together with the Council of Chief State School Officers, the foundation will work with Kentucky, Maine, New York, Ohio, West Virginia and Wyoming and districts and schools within each of these states to create an intentional RDD prototyping space that will serve as the initial test bed for this effort. Twelve affiliate states will also participate in a less-intensive manner. We will also be working with other national networks of innovative school models.

As it develops these services, the Stupski Foundation is committed to building culture, practices, and systems that foster continual learning and quick correction cycles across all of its innovation-focused work. The Director of Knowledge Innovation is responsible for developing and implementing a strategy for knowledge product development and dissemination, knowledge management, impact assessment and organizational learning that serves both internal staff and Board, and external clients in education, public policy, industry and philanthropy.

The Director will develop and manage:

- **Knowledge management approaches and supporting systems** that ensure the strategic aggregation and deployment of knowledge across a diverse team from multiple sectors made up of both resident and remote staff, as well as within our network of investors, tool builders, and state/district clients.

- **Organizational learning agenda and practices** that facilitate ongoing development of the staff and network's practical know-how around critical aspects of our work.
- **Impact assessment tools** that allow for ongoing evaluation and quick-correction cycles. These should provide Board, foundation/network leaders, and the field at-large credible data around sound hypotheses connecting student achievement gains, state/district leader behavior and system effectiveness, network performance, and foundation effectiveness and leverage.

Across these three domains, the Director will be responsible for translating relevant innovations from other fields (e.g., security, healthcare, ICT, management and behavioral sciences) to the context of public education and operational philanthropy. The Director will also be expected to deploy Web 2.0 and social media technologies across the Foundation, our broader network, and our field sites. The Director will support knowledge system-development aspects of the Foundation's R&D work to prototype next-generation learning solutions and system-redesign/change management tools.

Given the foundation's focus on innovation and field-building, the Director will be expected to develop a thought-leadership agenda to support strategies, share and manage information, develop an ecology for knowledge creation, and foster a culture of knowledge innovation within the foundation and among the foundation's partners and clients.

### **Knowledge Creation and Dissemination**

- In coordination with the Chief Strategy Officer and the Chief K12 Officer and in close partnership with the two RDD Program Managers (one internally and one external), aggregate, synthesize and make meaning of emerging insight on all relevant aspects of the foundation's agenda
- Create knowledge products to population the foundation's knowledge platform, to inform the work of our networks and to inform the fields in which we work
- Develop KM program management structure to support major initiatives and selective pilot and demonstration projects. Encourages, coaches, steers and directs, where necessary, these initiatives to deliver positive and measurable results against Foundation goals.
- Develop predictive KM strategy based upon research of state-of-the-art business practices in the private and public sectors. Benchmarks with both private and public sector entities to ensure that the Foundation stays abreast of leading edge thinking.
- Develop and manage an integrated approach for capturing, sharing, and reusing Foundation information and intellectual assets.
- Establish the foundation as a thought leader in K12 systems, philanthropy and innovation.

### **Impact Assessment**

- Identify metrics and evaluation methods for all foundation programs
- Manage internal and external evaluation/assessment activities and vendors
- Support the Executive Team in creating and using management and governance tools using impact and learning assessment data
- Develop measures of effectiveness and results for KM initiatives.

## **Organizational Learning**

- Identify skill and knowledge gaps in the workforce, and working collaboratively with the Executive Team, develop strategies to enhance the foundation's skill set.
- Working cooperatively with the CFO, redirect training to more actively support the knowledge management agenda; for example, expanding the Foundation's distance learning capabilities, reinvigorating the Intranet/Extranet as a knowledge management center, etc.
- Facilitate the growth of networked communities of practice and purpose, and identify knowledge sharing needs across the Foundation's extended network.
- Provide access to knowledge-sharing tools; evaluate their effectiveness and recommends leading-edge tools as standards for the foundation.
- Working cooperatively with HR, develop metrics and operational strategies for mechanisms that sustain and instill the culture and values of the Foundation. Beyond the sharing of information, the establishment of a sharing culture involves also the propagation of a culture that *values* the sharing of information.
- Discover and facilitate non-obvious communication channels or ad hoc meetings where information transfer would benefit parties across the Foundation and its partners.

The Director will report to the Chief Strategy Officer and will partner closely with the Executive Team. The Director will work across the entire Foundation and in close collaboration with IT, HR and Finance to ensure that governance, strategy, programs and technology, are all aligned around a common approach to knowledge management, impact assessment, and organizational learning.

The Director will be responsible for identifying, recruiting and managing staff, as needed, as well as consultants, and vendors. The Director will manage (leveraging internal IT staff and external vendors) the development of necessary knowledge systems and collaborative tools (record management, relationship management, online collaboration and social media, databases) to drive learning and evaluation at all levels of the organization as well as among our core partners.

## **Qualifications**

- 10+ years of progressively increasing responsibility managing knowledge product development, knowledge management, organizational learning and/or impact assessment in the context of complex systems
- Familiarity with complex systems, innovation strategy, design management, and/or research and development
- Masters degree required; PhD, EdD or other comparable graduate/professional degree with substantial concentration in education or a related social science discipline is preferred, as is familiarity with multiple research methodologies.
- Experience working with practitioners in complex service delivery systems, preferably public ones
- Exceptional synthesis and analysis skills.
- High tolerance for, and ability to thrive amidst, ambiguity and change in a dynamic environment
- Demonstrated ability to manage multiple and competing demands and to establish priorities and meet deadlines.

- Excellence written and oral communication skills, applicable to contexts involving education practitioners, policy makers, philanthropic leaders, industry leaders
- Experience in a role requiring high levels of collaboration/diplomacy within an organization as well as with senior external partners
- Experience working in a virtual environment with a distributed work force.
- San Francisco Bay Area local preferred but not required.
- Up to 25% travel will, on average, be necessary.

### **Application**

If you would like to apply, please send your resume and a cover letter to HR@Stupski.org. Indicate "Director of Knowledge Innovation" in the subject line of the email for the fastest consideration. In your cover letter, please comment on how your skills and experience are a good match for this position. Also please comment on the personal qualities that you bring to the work environment and also on your salary requirements.

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