



# Culture Book

# Contents

CONFIDENTIAL. FOR INTERNAL USE ONLY AND NOT FOR DISTRIBUTION.

5	<b>What is a Culture Book?</b>
7	<b>Our Purpose</b>
9	<b>Our Work</b>
15	<b>Our Approach</b>
19	<b>Our Story</b>
29	<b>Our Values</b>
37	<b>Our Cultural Principles</b>
43	<b>Our Structure</b>
47	<b>Key Touchpoints</b>
51	<b>In Our Own Words</b>



What Is a

Culture Book?



## A culture book is a go-to resource for understanding our organization's culture.

At Charles and Lynn Schusterman Family Philanthropies, we believe strong cultures are built on the foundation of trust and clarity. *Trust* means that we feel truly connected to one another, and *clarity* is intentionally sharing why we exist, where we are headed, how we will get there, who does what and what we expect from each other.

Cultures that are intentionally defined are more unified in their work, aligned with their values and get better results. This book is a tool for creating a sense of belonging, developed for new and seasoned staff. It answers some fundamental questions to help generate more trust and clarity across our organization.

While much of this book's content applies organizationwide, individual teams also have additional systems and practices that support the overall organization's cultural principles.



# Our Purpose



## Schusterman Family Philanthropies works in the U.S. and Israel to achieve more just and inclusive societies.

In the U.S., we address systemic racial, gender and economic inequities to ensure people have true access to equal resources and opportunities. We are also committed to building a more joyful and inclusive Jewish community that lives out Jewish values, strengthens support for Israel and contributes to a more just world. In Israel, we work toward a secure homeland for the Jewish people, a thriving democracy and an inclusive society that cares for its most vulnerable.

Guided by our entrepreneurial, innovative spirit, we listen to, invest in and connect leaders and organizations to pursue long-term solutions as we strive for a future in which both the U.S. and Israel live up to and achieve their highest ideals.



## Our philanthropic work aims to support long-term systemic change in the U.S. and Israel.

We were established in 1987 as the Charles and Lynn Schusterman Family Foundation. In 2021, we transitioned to the name Charles and Lynn Schusterman Family Philanthropies (Schusterman Family Philanthropies or Schusterman for short).

In the U.S., Schusterman Family Philanthropies includes the charitable grantmaking and programmatic work of the Charles and Lynn Schusterman Family Foundation; the advocacy activities supported by the Schusterman family; and the support services of the Schusterman Family Management group. In Israel, we operate as Charles and Lynn Schusterman Family Philanthropies – Israel, which serves as the English translation of the registered amutah (nonprofit) קרן שוסטרמן - ישראל.

# Our Work

The issues we work on to advance equity in the U.S., strengthen the Jewish community and support Israel are complex—a fact we see as a feature of our work, not a facet to shy away from or downplay. We are driven by our values and believe the ability to hold complexity and engage in robust debate is a healthy part of strong democratic societies and Jewish tradition.

To that end, we have seven core portfolios that represent areas in which we seek to make a profound and lasting impact.

→ Our **CRIMINAL JUSTICE** portfolio seeks to build healthy and safe communities by ending mass criminalization and incarceration, repairing the harm caused by a criminal legal system built on structural racism, and creating new pathways to justice and safety.

→ Our **EDUCATION** portfolio seeks to build an equitable society in which Black and Latinx students from low-income backgrounds are able to access a high-quality, culturally relevant K12 education that empowers them to achieve social and economic liberation.

→ Our **GENDER AND REPRODUCTIVE EQUITY** portfolio seeks to build an equitable world in which women, transgender and gender-nonconforming people, particularly Black women and women of color, have access to reproductive health knowledge and care, to greater political and economic power and leadership, and to safety in all aspects of their lives.

→ Our **ISRAEL** portfolio seeks to strengthen Israel as a secure homeland for the Jewish people, a thriving democracy and an inclusive society that cares for its most vulnerable.

→ Our **U.S. JEWISH COMMUNITY** portfolio seeks to strengthen the future of the Jewish community by empowering young people to connect with inclusive Jewish values, deepen their understanding of Israel and contribute to a better world.

→ Our **TULSA** portfolio supports youth and families who live with the effects of social, racial and economic inequity to gain the agency, knowledge and resources to eliminate systemic barriers and design their own futures.

→ Our **U.S. VOTING RIGHTS** portfolio supports efforts to enable all citizens of the United States to exercise their constitutional right to vote easily and safely, free from voter suppression, so they can have their voices heard and equitably represented in policymaking.

Within our Jewish and Israel portfolios, we operate a suite of initiatives designed to cultivate and elevate leaders:

→ **REALITY** brings a diverse network of inspiring changemakers on a formative journey to Israel to strengthen their leadership and passion for repairing the world and build their understanding of and connection to Israel. REALITY is part of our Jewish Community portfolio.

→ **ROI COMMUNITY** is a global network of rising Jewish leaders who transform Jewish life and foster positive social change in Israel, the U.S. and global Jewry. ROI Community is part of our Israel portfolio.

→ **SCHUSTERMAN FELLOWSHIP** is a highly selective leadership development program for exceptional Jewish leaders committed to driving change in their organizations, the Jewish world and beyond. The Fellowship is part of our Jewish Community portfolio.

All aspects of our work are supported and enhanced by the Schusterman Family Management group, which includes Communications, Finance, Human Resources, Information Technology and Legal. SFM operates publicly as part of Schusterman Family Philanthropies and strives to ensure excellence within all Schusterman organizations and activities, both facilitating their work and controlling against risks.

# Six Questions of Clarity

At Schusterman, we have developed a Six Questions framework that seeks to create clarity by addressing six key questions:

- 1) Why do we exist?
- 2) How do we behave?
- 3) What do we do?
- 4) How will we succeed?
- 5) What is our one priority right now?
- 6) Who must do what?

The statements on pages 10-11 reflect each team's why. You can find the latest set of Six Questions in the [Culture and REDI Dropbox folder](#).





# Our Approach



We believe philanthropy plays a vital role in addressing the most complex issues our society faces.

While philanthropy alone cannot solve these problems, it can work in partnership with communities, experts, civic institutions and governments to prioritize systemic issues, establish new approaches and take solutions to scale.

At Schusterman, our philanthropic work focuses on tackling systemic issues that require ongoing learning, long-term investment, multifaceted approaches and a range of partners vested in identifying, creating and supporting solutions. We believe systemic change must happen at the individual, organizational, field and sector levels. That is why we fund charitable and advocacy activities in the U.S., and we operate programs that develop leaders as a major force in driving change.



**We bring both an entrepreneurial mindset and rigorous approach to our work that includes:**

- ↪ Listening to the people and communities most affected by the issue we seek to address;
- ↪ Learning from experts, research and previous attempts to solve a problem;
- ↪ Examining the root causes of an issue and gaps in the broader systems that affect it;
- ↪ Making long-term investments in leaders and organizations positioned to make an impact; and
- ↪ Adapting our approach as our understanding of an issue deepens and relevant conditions evolve.

We believe that effective philanthropy should use a range of approaches and inputs to address complex issues from multiple angles. The tools we use to drive change include:

- ↪ Making multi-year, capacity-building grants to key organizations in our portfolio areas;
- ↪ Operating and investing in programs that seek to develop strong leaders;
- ↪ Incubating and piloting new initiatives that fill gaps in a system and can be scaled;
- ↪ Convening and connecting organizations doing complementary work and building communities of practice to increase learning and collaboration;
- ↪ Investing in research and evaluation to inform our work and build knowledge in a given field;
- ↪ Working in partnership with other funders, community partners and public institutions to scale our investments; and
- ↪ Supporting advocacy work in the U.S., including engaging and working alongside governments to influence public policy on a wide range of issues.

When it comes to our grantees, we are willing to be the first in and to invest for long-term sustainability. We recognize the inherent power dynamic between funders and grantees, and we view our grantees as partners in the work and experts at what they do. That is why we often provide multiyear general operating support that enables grantees to think long term and execute a strategy that will best achieve our shared goals. We also offer robust assistance beyond our grants to build organizations' capacity and deepen their expertise in different areas, including evaluation and learning, communications, leadership and talent development, and more.

At Schusterman, we work hard to ensure that our values are reflected in how we approach our philanthropic work. We blend a willingness to innovate, be flexible and take risks with a commitment to learning, due diligence and impact. We also strive to embed our commitment to equity into our grantmaking by fostering environments in which diverse voices and perspectives are heard and in which we are continuously improving our processes and policies.

Ultimately, we believe our multifaceted, dynamic approach will help us drive systemic change and contribute to building a more just and inclusive society.



# Our Story



From our first grant, our work has been rooted in the Schusterman family's deep commitment to acting on the Jewish imperative to pursue justice (*tzedek*), repair the world (*tikkun olam*) and treat all people with dignity and respect (*derekh eretz*).

Our philanthropic journey began in Tulsa, Oklahoma, in 1987. Charles and Lynn Schusterman sat with their children at a table in their kitchen. Both had grown up in homes that emphasized the importance of giving back, and it was among the values that filled the home they built together.

Together with their children, Charles and Lynn decided to set up a family foundation to give back to the causes and communities closest to their hearts: the Jewish people, Israel and their beloved hometown of Tulsa. They decided from the outset that they would focus on investing in young people's potential.

---

*“If you can get a bright and talented mind at a young age, you have got a lot to work with.”*

– Charles Schusterman

---

For the first 13 years, Charles brought the same philosophy to the Foundation as he did to running Samson, the family’s energy company. He did his homework, studied the field, evaluated organizations carefully and experimented with investments large and small that balanced risk with due diligence. Among the big investments: the American Israel Education Foundation to connect more students with Israel; Hillel to strengthen Jewish life on campuses in the U.S. and the Former Soviet Union; and the University of Oklahoma to establish a campus in Tulsa.

In 2000, after Charles died, Lynn took over as Chair of the Foundation. Under her leadership, our work expanded geographically and programmatically. We established the Schusterman Foundation – Israel to ground our work in Israel, as well as three operating programs to engage influential young leaders: ROI Community, REALITY and the Schusterman Fellowship. Lynn pushed the Jewish community to prioritize engaging young Jews, became an outspoken advocate for inclusion and equality, focusing on the LGBTQ community, and invested in addressing the epidemic of child abuse and neglect in Israel and Tulsa.

In 2011, Charles and Lynn’s daughter, Stacy, became more involved in the Foundation’s work. She expanded nationally the K-12 education work the Foundation had started in Tulsa. Through this work, Stacy began to understand how access to a quality education is far too often determined by a student’s race or ZIP code. This led our Education portfolio to focus on investing in developing excellent educators and equitable access to excellent instruction, particularly for low-income students of color.

Through our work in education, Stacy recognized how inequity underpins almost every important issue in American society. When she became Chair of the Foundation in 2018, we committed to equity as a core value. For us, equity means creating a more just and inclusive society that creates equal opportunities for all people. We aim to be intentional in how we center equity in our work—particularly racial, gender and economic equity in the U.S. Our values also include a commitment to impact, optimism, humility and collaboration. Under Stacy's leadership, we have deepened our commitment to our legacy work in the Jewish community, Israel and Tulsa, Oklahoma, as well as expanded our work to include K-12 education, criminal justice, gender and reproductive, and voting rights.

---

*“We live in a time of unparalleled prosperity in some parts of the world, deep impoverishment in others and growing willingness of the next generation to strive to bridge the gap between the two. In Jewish tradition, this desire to serve is captured best when people express a desire to engage in tikkun olam.”*

– Lynn Schusterman

---

Today, our legacy of drawing on Jewish values to improve lives, strengthen communities and advance equity guides us. We are proud of the organizations and people we support that are working to repair and rebuild our world. In 2021, we changed our name to Schusterman Family Philanthropies to encompass the full scope of our grantmaking and advocacy work as we strive to advance our values and issues in the public sphere. As we look toward the future, we will continue to grow to accommodate new opportunities and challenges and devote our resources to partnering with organizations that share our values and advance our mission.

---

*“We have a responsibility to listen to people’s stories, to learn their histories and to see their experiences and perspectives in a way that challenges our own understanding of the world.”*

– Stacy Schusterman

---

## Samson

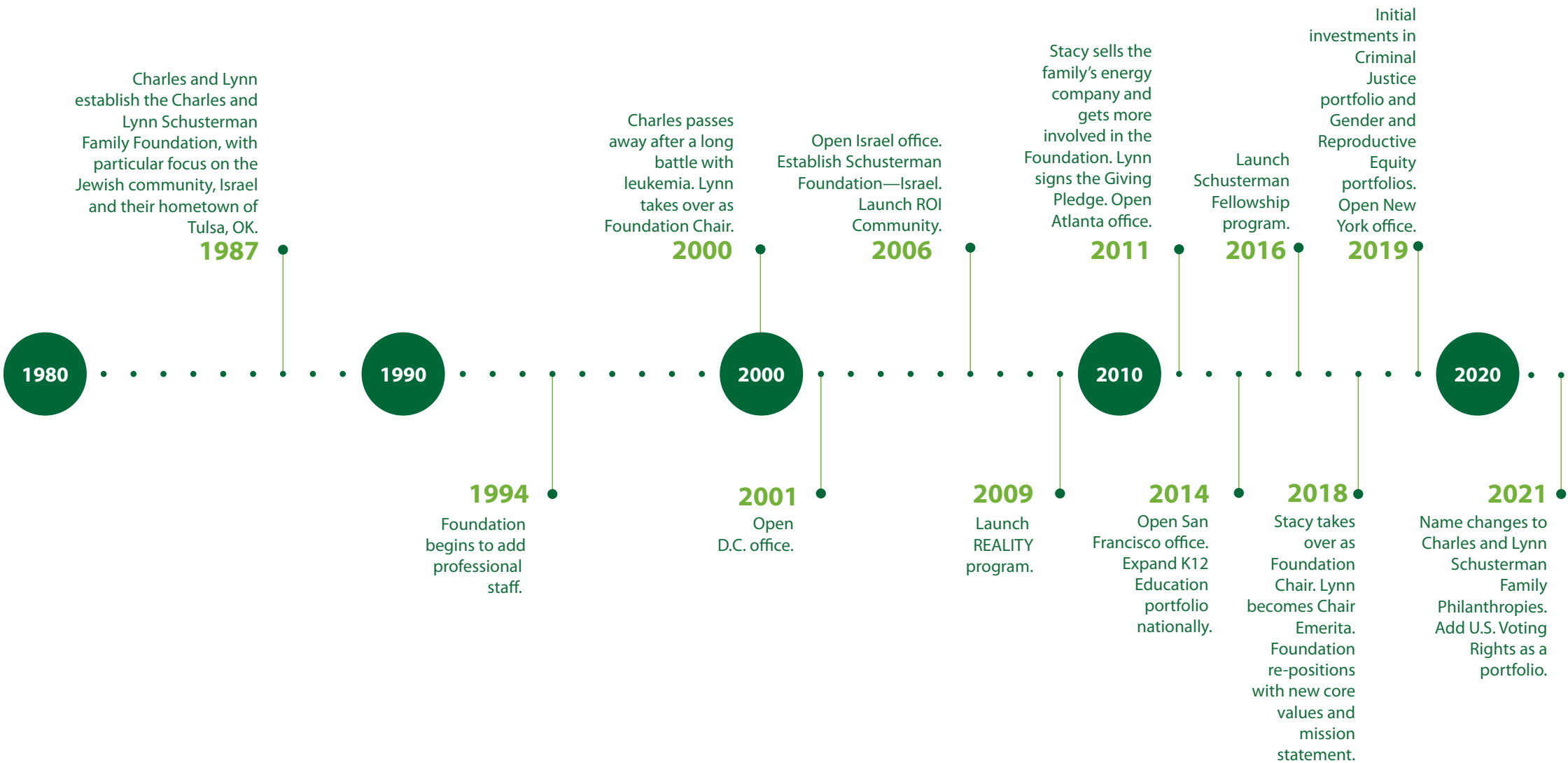
In 1971, Charles Schusterman founded Samson Resources Company, an oil and natural gas company he named after the Biblical figure Samson and his father, Sam. Charles ran the company until 2000 when he stepped down because of illness. Stacy took over as CEO and continued to grow Samson. By its 40th anniversary in 2011, Samson had become the largest privately held oil and gas company headquartered in the U.S. Later that year, the Schusterman family sold Samson, but they retained some oil and gas assets in Samson Energy Company and its subsidiaries, which are still active oil and gas companies. The 2011 sale of Samson allowed the Schusterman family to fully endow their philanthropy so that it would not depend on annual contributions from the family.

### Read more about the Schusterman family's philanthropic journey:

- [A Notable Life : The 1987-2001 Inaugural Report](#)
- [Values in Action: Celebrating The Foundation's 20th Anniversary](#)
- [Lynn Schusterman's 2011 Giving Pledge Letter](#)
- [The First 30 Years of Making It Possible: The Story of the Charles and Lynn Schusterman Family Foundation](#)



# Timeline of Key Milestones





**The Schusterman family drew their inspiration from the story of Honi the Circle Maker, who said:**

*"Just as my parents planted for me,  
so I will plant for my children."*

**These words form our logo and continue to define our guiding philosophy: working today to build a world that future generations can be proud to inherit.**



# Our Values



Our founders' deep commitment to Jewish ethics, values and lessons inspires our work.

We ground our philanthropic vision in our commitment to the pursuit of justice (*tzedek*), repairing the world (*tikkun olam*), treating all people with dignity and respect (*derekh eretz*), and building inclusive communities.

These values shape the beliefs that inform our investments and define how we approach our work.

WE BELIEVE IN

# EQUITY

We seek to create a more equitable and inclusive society for all people by promoting *tzedek* (justice) and a commitment to the Jewish imperative of *tikkun olam* (repairing the world).

WE BELIEVE IN

# IMPACT

We support organizations and individuals to achieve meaningful impact on entrenched challenges and complex problems.

WE BELIEVE IN

# OPTIMISM

We see possibility rather than impossibility in our work.

## WHICH LEADS US TO DO THINGS LIKE

- Work to address the needs of marginalized people and communities, including by actively challenging structural forces that perpetuate inequity and bias.
- Build equitable educational opportunities for young people from underserved communities.
- Value diverse backgrounds, faiths, perspectives and orientations in our work and partners.
- Forge safe, respectful, equitable and inclusive communities, and treat all people with dignity and respect.

## WHICH LEADS US TO DO THINGS LIKE

- Recognize that to create lasting change with deep roots takes serious engagement and time.
- Make multiyear grants to express our long-term commitment to creating positive change.
- Base our investments in on-the-ground realities and evidence about what works.
- Promote accountability by setting targets and measuring progress.
- Stay agile and avoid bureaucracy.

## WHICH LEADS US TO DO THINGS LIKE

- Honor the milestones and small victories on the road to achieving meaningful change.
- Invest deeply in our relationships with one another and with our grantees.
- Bring compassion to our work while maintaining rigor and learning from both our successes and failures.
- Follow the words of Rabbi Tarfon, a great Jewish sage, who spoke for all humanity when he explained that “while no one person is obligated to complete the task, neither is anyone free to desist from it.”



WE BELIEVE IN

# HUMILITY

We recognize our grantees and partners face incredible challenges every day, and no one has all the answers.

## WHICH LEADS US TO DO THINGS LIKE

- Listen deeply and engage in discussion and debate to guide our work.
- Seek diverse perspectives, and build work and community environments in which all voices are heard.
- Act respectfully, authentically and from a place of purpose, not ego.
- Express our commitment to strong teams and organizations with general operating grants.

WE BELIEVE IN

# COLLABORATION

We believe that we can go further by working together to generate solutions and find new ways to improve.

## WHICH LEADS US TO DO THINGS LIKE

- Work in partnership with those we support and seek to impact.
- Actively collaborate with other funders to pool resources and create more efficient support for grantees.
- Foster partnerships and communities of practice among grantees and in the field.
- Proactively share what we find with each other and with the field.
- Seek and give thoughtful feedback among our team and with our grantees.

# Our Equity Statement

We are committed to advancing equity.

Equity is one of our five Core Values. While there are many definitions of equity, one that guides our work is “just and fair inclusion into a society in which all can participate, prosper and thrive on their own terms.”

In both the U.S. and Israel, we are engaging in learning journeys to help us deepen our understanding of how issues of inequity show up in and have an impact on each society.

In the U.S., we are engaging in Race, Equity, Diversity and Inclusion (REDI) work. Our commitment to equity extends to all facets of diversity, including gender. Our REDI change work is specifically focused on race and recognizes the intersectionality between race, gender and other aspects of identity. We strive to be an organization that is conscious of how our actions are influenced and impacted by the history of racism and systemic oppression in the United States. Understanding how white supremacy has consistently shown up in our culture will enable us to see how unconscious biases manifest themselves in our own work and workplace.

In Israel, we are engaging in Diversity, Equity and Inclusion (DEI) work that focuses on deepening our understanding of the rich diversity of Israeli society, placing it in its unique historical context, and examining the opportunities and complexities it creates. As a team, we are embarking on a journey of learning and development and giving room to diverse perspectives with the understanding that this will help us tackle the complex challenges facing Israeli society.

We know that we will be most effective—both internally and externally—if we have a strong culture where all team members feel a sense of belonging. Our REDI and DEI change work is an ongoing journey that will increase awareness and ultimately lead to more effective grantmaking and have a greater impact on the people we work with and the fields we work in.





# Our Cultural Principles



Schusterman has developed a set of cultural principles, behavioral competencies and performance indicators that define who we are, the culture we seek to build and how each team member can activate our culture throughout the organization.

Said another way:

- ➔ Principles are foundational truths.
- ➔ Competencies are clear statements of how these principles manifest in the organization.
- ➔ Indicators are the behaviors or actions you should expect to see from team members as they live these principles.

## Cultural Principles: We have three core principles that define how we interact in the organization.

### TRUSTWORTHY

We recognize trust is hard to build and easy to break. We build trust by approaching the work with integrity, developing authentic relationships, and giving and receiving constructive feedback with respect and care.

### EXCELLENT

We strive to produce the best outcomes while recognizing we will, at times, fall short. Our mantra is to get done all that we can get done well.

### RISK-TAKING

We are creators and doers. We gather the best information we can and act on it. We strive to learn from our successes and failures.

## Behavioral Competencies: We ensure that we are living our cultural principles by being...

### CARING

Cultivates a culture of caring and respect.

### OPEN

Is open to feedback and other perspectives.

### CONNECTED

Connects across roles and projects to benefit others internally and externally.

### RESULTS-FOCUSED

Drives toward measurable results and proactively tracks and communicates progress.

### IMPACTFUL

Continues to build and apply knowledge and skills to aim for excellent outcomes.

### INNOVATIVE

Finds new ways of working to achieve better results.

### CURIOS

Shows desire to learn and know more.



## Performance Indicators: We demonstrate these competencies through specific behaviors and actions.

	TRUSTWORTHY			EXCELLENT		RISK-TAKING	
	CARING	OPEN	CONNECTED	RESULTS-FOCUSED	IMPACTFUL	INNOVATIVE	CURIOUS
ALL TEAM MEMBERS	<ul style="list-style-type: none"> <li>• Demonstrates compassion and kindness.</li> <li>• Builds trusting relationships internally and externally (if relevant).</li> </ul>	<ul style="list-style-type: none"> <li>• Actively seeks feedback and works to incorporate it to improve oneself.</li> <li>• Listens attentively and asks questions with an intent to better understand others' perspectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Develops relationships internally and externally (if relevant).</li> <li>• Voluntarily helps and supports colleagues.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishes high standards of excellence for their work.</li> <li>• Establishes clear goals, regularly assesses progress and works toward successful completion.</li> </ul>	<ul style="list-style-type: none"> <li>• Analyzes information and makes well-reasoned recommendations.</li> <li>• Expresses ideas clearly and concisely in verbal and written communications.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates a willingness to try new approaches.</li> <li>• Asks questions and voices opinions even when they differ from the status quo or commonly held assumptions.</li> </ul>	<ul style="list-style-type: none"> <li>• Seeks alternative perspectives.</li> <li>• Continues to learn and gain expertise in own area of work.</li> <li>• Works to understand historical context and current manifestations of inequity related to their work.</li> </ul>
ADDITIONAL FOR SUPERVISORS	<ul style="list-style-type: none"> <li>• Recognizes and celebrates the contributions and accomplishments of their team members, and other internal and external colleagues, team members and partners.</li> <li>• Establishes and encourages open communication to encourage a sense of belonging throughout the organization.</li> </ul>	<ul style="list-style-type: none"> <li>• Helps others increase their awareness and acceptance of individual differences.</li> <li>• Highlights team members' strengths and weaknesses by giving factual, specific, non-judgmental feedback.</li> </ul>	<ul style="list-style-type: none"> <li>• Encourages and/or facilitates collaboration among team members as well as with others inside or outside the organization.</li> </ul>	<ul style="list-style-type: none"> <li>• Communicates the organization's strategy and the team's role in realizing that strategy.</li> <li>• Establishes high standards of excellence for their team.</li> <li>• Quickly recognizes situations where change is needed.</li> </ul>	<ul style="list-style-type: none"> <li>• Manages activities and projects effectively and efficiently.</li> <li>• Maintains a clear perspective between the overall picture and the details.</li> </ul>	<ul style="list-style-type: none"> <li>• Encourages creative tension and different opinions.</li> <li>• Empowers and encourages team members to take risks, supports them when things go wrong and encourages them to learn from setbacks and failures.</li> </ul>	<ul style="list-style-type: none"> <li>• Creates forums and opportunities for team members to share ideas.</li> </ul>





# Our Structure



We have worked hard to become one Schusterman, unifying our work under a shared purpose and building a strong culture.

As part of this work, we created an Internal Structure Deck that shows all teams and activities that fit under the Schusterman umbrella, displays how our work connects to our team structure and provides a consistent set of terminology.

We also developed an Organization Chart that lists the staff members that make up each team.

These documents clarify our organization's structure, how your work connects to our larger whole and a common language to describe our activities and teams.

Please review them and discuss any questions with your manager.

➔ [Internal Structure Deck](#)

➔ [Organization Chart](#)

At Schusterman, we have three sets of names that are important for staff to know.

#### **INTERNAL NAMES:** How we refer to ourselves internally

- ➔ **Schusterman Family Philanthropies**—Refers to grantmaking, program and Schusterman Family Management teams  
*Note: While we use Schusterman Philanthropies – Israel as our brand name in Israel, the Israel team is considered part of Schusterman Family Philanthropies internally.*
- ➔ **Schusterman Family Investments**—Refers to the investments team
- ➔ **Schusterman Family Philanthropies and Schusterman Family Investments OR Schusterman**—Refers to all of our teams

#### **BRAND NAMES:** How we refer to ourselves publicly

- ➔ **Charles and Lynn Schusterman Family Philanthropies (Schusterman Family Philanthropies)**—Philanthropic brand name in U.S.
  - **REALITY**—Program brand under Schusterman Family Philanthropies
  - **Schusterman Fellowship**—Program brand under Schusterman Family Philanthropies
- ➔ **ישראל - קרן שוסטרמן / Charles and Lynn Schusterman Family Philanthropies – Israel (Schusterman Family Philanthropies – Israel)**—Philanthropic brand name in Israel  
*Note: Our Hebrew name is our legal name in Israel and accompanies the English translation on first reference.*
  - **ROI Community**—Program brand under Schusterman Family Philanthropies – Israel
- ➔ **Schusterman Family Investments**—Investment brand in U.S. and Israel

**ENTITY NAMES:** These are our legal, employment and funding entities. They are NOT public-facing brands.

#### United States

- ➔ **Schusterman Interests, LLC**—Employment entity for all U.S. staff
- ➔ **Charles and Lynn Schusterman Family Foundation**—U.S. 501(c)3 funding entity

#### Israel

- ➔ **קרן שוסטרמן - ישראל (Schusterman Family Philanthropies – Israel)**—Employment and philanthropic funding entity in Israel
- ➔ **ROI Community**—Employment entity for ROI staff in Israel
- ➔ **Schusterman Growth Capital Israel Ltd**—Employment entity for investment staff in Israel



Key

Touchpoints



We aim to know each other well enough to recognize and place every person and have a basic understanding of what's important to each team in the organization.

To maximize trust and clarity, we communicate with team members across the organization through a variety of avenues.



## MEETINGS

We are a collaborative group and place high value on interacting face to face with colleagues. We meet in person when in the office, whether in small collaboration rooms or around a big conference table. We use Zoom for nearly all of our virtual internal and external meetings.

## THE TREE

The Tree is an interactive online newsletter that comes out via Quip. All staff receive The Tree, and the expectation is that team members read and engage with it. In addition, if people want to contribute to the newsletter, they can do so through their team's lead on The Tree or by contacting [communications@schusterman.org](mailto:communications@schusterman.org).

## RETREATS

Given our size and geographic scope, we do not have a consistent annual gathering of the entire organization. Individual teams have their own retreat cadence, and different configurations of broader teams meet periodically.

In the past, we have found opportune moments to gather as a whole team in a common location to build connections, connect with our organizational values, create clarity about the work going forward and/or celebrate accomplishments. For example, in October 2019, most of our team met in Alabama to visit major sites in the struggle for civil rights in the U.S., focus on deepening our understanding of and appreciation for the diversity of our team, and explore our core value of equity.

## VIRTUAL CONNECTION TOUCHPOINTS

During the COVID-19 pandemic, we began creating virtual opportunities for colleagues to come together for staff-led sessions, Fifteen Mindful Minutes of meditation and yoga, and quarterly Townhalls.

## OTHER TOUCHPOINTS

Each team has its own culture and cadence of monthly touchpoints ranging from teamwide meetings and check-ins to optional opportunities, including happy hours, lunch-and-learns and service days.



In Our

Own Words



Here at Schusterman, our founders' values and our team members' voices motivate our work.

We will let them tell you in their own words what makes working at Schusterman so unique.

SUPPORTED ACCEPTING TRUSTED **MEANINGFUL**

HONEST **FAMILIAL** INVITING EMPOWERED IMPACTFUL FUN

GRATIFYING **MISSION-DRIVEN** PRIDE OPEN

**WELCOMING**

PURPOSEFUL

ENERGETIC INCLUSIVE

*PARTNERSHIPS*

**VALUES**

**GRATEFUL**

CLOSE-KNIT

COMMUNITY

**HONEST**

**OPEN** FRIENDS

EXCELLENCE

*GROWTH*

INSPIRING PRIVILEGE

**FUN** FAST-PACED

COMPASSION

GRATEFUL *BALANCED*

**INSPIRING**

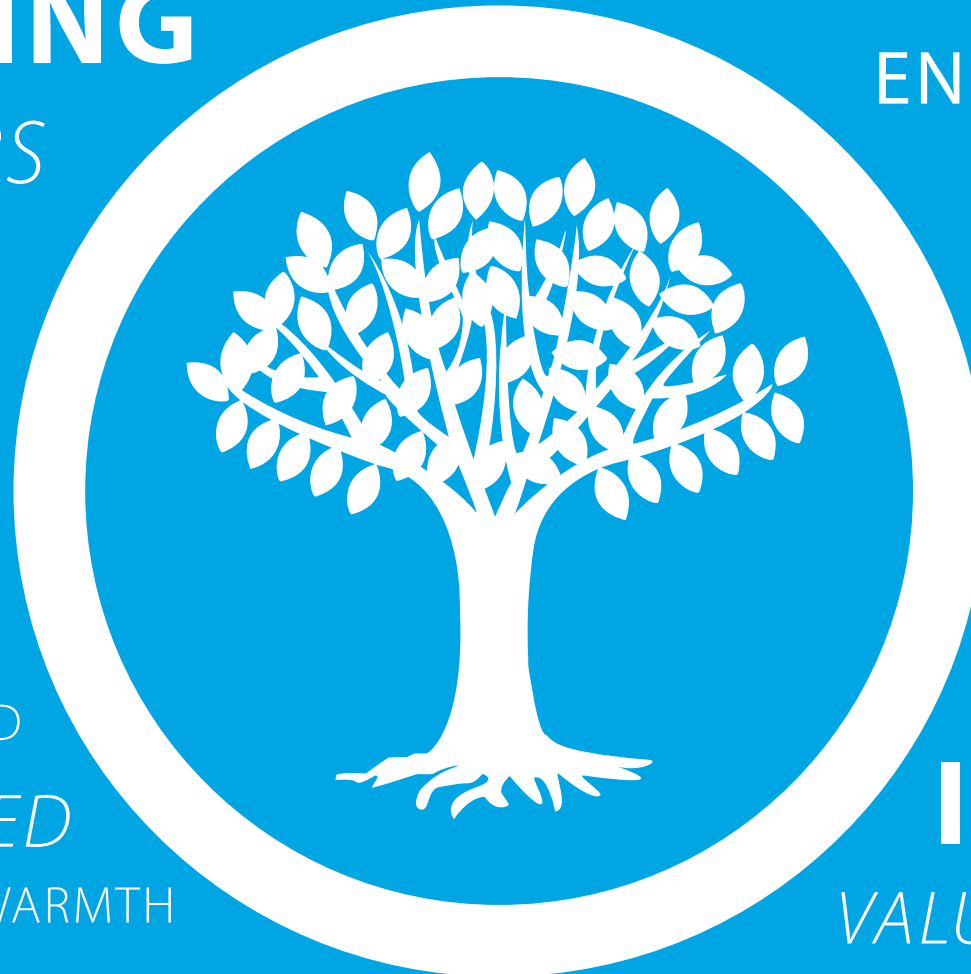
CHALLENGED WARMTH

*VALUES-DRIVEN* FRIENDS

**GRATIFYING** PROGRESSIVE

CONSTANT LEARNING

DILIGENT ACTION-ORIENTED **INNOVATIVE** OPEN



# Voices of Our Team

**“Investing in people truly matters, and Schusterman exemplifies that. I believe that creating space for authenticity and vulnerability allows for each of us to bring our unique gifts and talents to the work we do.”**

---

**“Schusterman is unequivocally committed to ensuring that staff members feel welcomed, heard and recognized. Our leaders model integrity and are not afraid to be vulnerable. The familial warmth of our organization carries through into the work that we do and the relationships that we hold.”**

---

**“I appreciate that we do not wear ‘busyness’ as a badge of honor. Team members are valued as full human beings with lives outside of work. We work hard, and we aim to make our work joyful.”**

**“We are future-oriented, with an appreciation for our past. We are constantly learning and growing, building collaborations, shaping new conversations and ensuring diverse views are heard.”**

**“Schusterman invests in its employees as whole people—not just in terms of our potential for output in our work, but with regard to our fulfillment and stability as humans outside the office as well. It is a place where risk-taking is encouraged, and we can feel fully supported throughout the process.”**

**“We view ourselves as supporters of our grantees and learners alongside them, rather than as experts who have all the answers.”**

**“Having a strong female leader, who embodies our organizational values, sets a profound example for all of us and the field at large.”**

**“Schusterman is one of the rare organizations that practices what it preaches. Our leadership invests time and resources into developing a culture that aligns with our values.”**

---

**“Daring to engage in high-risk fields, take on hard problems, while maintaining down to earth practicality and humility.”**

---

**“Working for Schusterman means working for a family that truly wants what is best for its employees and for the outside world.”**



CHARLES AND LYNN  
**SCHUSTERMAN**  
FAMILY PHILANTHROPIES