

# Position and Candidate Specification



## Chief Executive Officer

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Over the past decade, Silicon Valley Community Foundation (“SVCF”) has worked to advance innovative philanthropic solutions to challenging problems, becoming one of the most influential and innovative community foundations in the world. SVCF partners with families, individuals, and companies to facilitate their philanthropic endeavors, whether in Silicon Valley or around the globe. By working with community leaders and policymakers, the organization also helps shape critical public policy issues of lasting importance to residents of Silicon Valley and California. SVCF partners with nonprofit groups and other stakeholders to advance the best ideas and direct resources swiftly and strategically to address the most pressing needs.

Since its formation in 2007 through the landmark merger of Peninsula Community Foundation and Community Foundation Silicon Valley, SVCF has awarded more than \$5.6 billion in grants locally, nationally, and globally. Of those grants, more than \$2.7 billion has gone to support charities in the nine-county San Francisco Bay Area. As of December 31, 2017, SVCF had \$13.5 billion in assets under management.

SVCF plays a dynamic role in addressing the social, economic, and environmental challenges of its communities, providing leadership, expertise, and capital, and serving as a resource for nonprofit, civic, government, and philanthropic organizations. There are four primary ways in which SVCF contributes:

- **Commission research:** Identifying emerging issues, monitoring trends, and providing analysis.
- **Conduct public discussions:** Bringing people together to engage in discussion and problem-solving. These events often stimulate new insights while encouraging diverse perspectives.
- **Advocate:** Taking principled positions on critical issues and advocating for specific policy outcomes.
- **Create initiatives:** Launching initiatives and special projects, partnering with other foundations, corporations, nonprofits, donors, and government agencies to work on specific topics or issues.

Further information about SVCF may be found at <https://www.siliconvalleycf.org/about-svcf>.

SVCF is at a critical inflection point where it is seeking a collaborative, visionary, strong leader of the highest integrity and character who earns the respect and trust of multiple stakeholders, including employees, grantee organizations, donors, philanthropic partners, and civic and community leaders. S/He will lead the organization in assessing its mission and strategy, reconnecting with the community and other stakeholders, and rebuilding trust in the organization. SVCF has an opportunity to advance its position as a place where community and civic leaders, nonprofits, and donors turn for advice and come together to find creative solutions to the toughest issues facing the community.

## FINANCIAL AND OPERATIONAL HIGHLIGHTS

- Total assets under management - \$13.5 billion as of December 31, 2017
- Total grants since inception - \$5.6 billion; of which 48% went to charities in the nine-county San Francisco Bay Area
- 2017 total grantmaking - \$1.3 billion; of which 40% went to local and state charities, 51% to national U.S. charities outside of California; 9% to global charities
- Total staff - 159

Reporting to the Board of Directors, the CEO is responsible for leading the community foundation, which is deeply committed to the issues and well-being of Silicon Valley and beyond. Over the past decade-plus, SVCF has been successful in growing its assets under management (AUM) and in making significant, numerous, positive impacts on the community. Its new leader will have the opportunity to leverage this position and lead the organization into its next phase. This will include an evaluation of its strategy, culture and resources, among other tasks.

Given the recent events at the community foundation, a key priority for the next CEO will be to continue to rebuild the reputation of SVCF with employees, donors, grantees, partners, and the community at large. S/He will do so by partnering with the Board and employees to:

- Clearly define and articulate the mission, values, and culture of SVCF
- Develop and execute a well understood set of strategic priorities consistent with the mission
- Build and empower high-performance teams within a culture of trust, respect, and teamwork
- Engage and establish strong relationships with donors, grantees, community leaders, and other stakeholders important to the community foundation’s mission, values, culture, and strategy
- Deliver appropriate levels of customer service to donors
- Establish SVCF as a major convener around and advocate for issues critical to the community
- Explore innovative approaches to funding high-impact initiatives in Silicon Valley

## KEY RELATIONSHIPS

**Reports to** The Board of Directors

**Direct reports** The Executive Leadership Team (“ELT”), consisting of:  
Chief Donor Engagement and Services Officer  
Chief Operating Officer and Chief Financial Officer  
Chief Community Impact Officer  
Special Advisor to the CEO and Vice President of Government Relations  
President and Chief Executive Officer, Raising A Reader (Supporting Organization)  
Chief Executive Officer, Destination: Home (Supporting Organization)  
Executive Assistant to the Chief Executive Officer and Board Liaison

**Other key relationships** Other employees of the community foundation  
Philanthropic and community leaders in Silicon Valley  
Grantees and other nonprofits  
Donors/Corporate clients

## DESIRED OUTCOMES

- SVCF will be seen as a trusted partner and force for good within Silicon Valley and beyond
- SVCF will be a highly desirable place to work, able to attract and retain top talent
- SVCF will be a philanthropic services provider of choice among donors
- SVCF will be a national model for philanthropic innovation, quality, and impact
- SVCF will be a convener, an influencer of public policy and “go-to” resource for diverse stakeholders on the community’s most pressing issues

## IDEAL EXPERIENCE

The successful candidate will ideally have a diverse set of professional experiences and a proven track record of successful “servant leadership” in a multi-stakeholder, operationally complex organizational environment of some meaningful scale. S/He will have had significant positive impact on the entities s/he has served; more specifically, s/he will have experience:

- Building morale, culture, and a shared sense of purpose and commitment within an organization.
- Leading a relationship-driven, service-oriented business to new levels of success.
- Serving in the nonprofit/philanthropic sector either as a professional or as a board member.
- Building enduring partnerships with institutions and individuals and leveraging those relationships to deliver outside impact.
- Serving as a spokesperson for an organization, particularly during a period of change and healing, helping to build a strong brand.
- Engaging on issues of policy, particularly policy related to education, housing, transportation, immigration, financial stability for low-income communities and/or communities of color, and civic participation.
- Living or working in the region and thus having insight into the dynamics and needs of the Silicon Valley region and the diverse communities within it.

## CRITICAL LEADERSHIP CAPABILITIES

### Collaborating and influencing

In an environment that needs a reset on several dimensions, the CEO of the community foundation must be:

- A natural team builder who is able to increase collaboration across the organization – tapping into the motives and values of the team to energize people – and build the organization’s capacity to collaborate with external stakeholders as well.
- A partnership builder who acknowledges individual differences but creates a strong sense of commonality. Systematically builds support at multiple levels and across groups, and builds ongoing partnerships with key stakeholders.
- A thought leader and convener who can bring people and organizations together to develop innovative approaches to solving complex problems.

### Leading people

Silicon Valley Community Foundation has been through a difficult period, so the CEO will need to:

- Communicate and consistently act in accordance with a clear set of values and guiding principles – s/he will lead by example and lead cooperatively with others.
- Empower teams and other leaders within the organization to drive cultural change; challenge the staff at all levels to be highly creative and collaborative in their work.

- Engage others in fact-finding, problem-solving, and building a culture of personal and professional commitment across the organization, reinforcing independent and open communication among the team members.

### **Strategic thinking**

The CEO of the community foundation, together with the Board, must be a visionary and an idea-generator. This person should have the ability to:

- Provide the visionary leadership required to develop an agenda that addresses short- and long-term societal and business issues relevant to the community foundation's broadly defined mission.
- Identify promising new initiatives while building upon past programmatic and organizational accomplishments.
- Demonstrate an ability to think broadly and creatively about a variety of issues and contribute substantive expertise to strategic priority setting.

### **OTHER PERSONAL CHARACTERISTICS**

- Active listener with strong communication skills
- Strong EQ; sense of humility and self-awareness, in addition to IQ
- Highest integrity, character and commitment
- Inspirational

### **THE SEARCH PROCESS**

Silicon Valley Community Foundation is being assisted in this process by Spencer Stuart and welcomes comments, questions, nominations or expressions of interest. To submit comments, nominations or expressions of interest, please send an e-mail with any supporting materials to the confidential address:

[SVCFCEO@spencerstuart.com](mailto:SVCFCEO@spencerstuart.com)