Arcora Foundation

President

Position Description & Candidate Profile
President

Location
Seattle, WA

Reports to
Diane Oakes, Chief Executive Officer of Arcora Foundation/Chief Mission Officer of Washington Dental Service

Our Client
For the last 18 years, Arcora Foundation, which is the giving arm of Delta Dental of Washington (DDWA), has contributed significantly to improving the oral health for underserved people in Washington state and gained a reputation nationally as a leader in the field of oral health. The Foundation has been able to make a big impact because of sufficient funding from DDWA to provide for large scale investments; a systems change approach; willingness to innovate, learn and scale; ability as a 501(c)(4) to lobby, effect partnerships with individuals and organizations, and employ a strong board/strong staff model that promotes ambitious goals and skillful execution of strategies.

Arcora Foundation’s mission is to bend the arc of oral health toward equity. The Foundation uses a variety of approaches to accomplish its mission, making its work diverse and somewhat unique. Arcora Foundation is a hybrid of multiple fields: philanthropy, service organization, education, and policy advocacy. Below are a few examples of the Foundation’s work across these fields.

- **Philanthropy**: Arcora Foundation operates a biennial grantmaking program for unsolicited projects. These projects are generally capital expansions for community and non-profit dental clinics. The Foundation has also launched and supports four “local impact networks” across the state in which leaders of community organizations decide how Arcora grant funding will be implemented in their communities.

- **Service**: Arcora Foundation operates a growing program called “DentistLink” that connects people with dental providers regardless of their insurance, and also offers referral support for the top 10 additional social service needs of the public (e.g. transportation, mental health, etc.). Arcora also operates a “SmileMobile” which delivers dental care to underserved communities throughout Washington State.
• **Education:** Arcora Foundation is a certified provider of continuing dental education. The Foundation develops and delivers courses in person and online. Arcora also trains medical providers, early learning educators, and caregivers of older adults to address oral health. The Foundation also has developed and implemented a social marketing campaign to drive utilization of dental services.

• **Policy:** Arcora lobbies the state legislature, runs a broad-based advocacy coalition called Oral Health Watch, and supports local fluoridation campaigns.

• **Evaluation:** To support these efforts, Arcora Foundation has dedicated data and evaluation resources, and a communications staff to share information internally and with the field.

The internal and external environments are shifting. These factors, which are critical to the success of Arcora Foundation achieving its mission, include:

• Change within the healthcare environment continues to accelerate and is becoming increasingly complex and uncertain. Fortunately, integration across different delivery systems is growing. The Foundation understands the need for new technologies and data systems to support that integration.

• Populations of color, low-income and Medicaid-eligible populations, people living with disabilities, and older adults still experience the greatest risks for and rates of oral disease.

• General knowledge of the importance of oral health to overall health and wellbeing has increased, and a greater number of entities are now part of the broader health arena.

• DDWA, Arcora’s funder and partner, is a mission-focused nonprofit that is organizing itself more deeply around mission impact. The opportunities for Arcora Foundation to work in collaboration with DDWA are growing.

This changing and new environment provides increased opportunities to make an impact. As the Foundation moves forward, it must maintain flexibility; enhance its focus, skills, and partnerships for improving health equity; co-create solutions with stakeholders including those most affected by oral disease; and maximize potential
synergies with DDWA in order to leverage their investments that mutually reinforce each other’s missions.

Arcora Foundation is governed by a 15-member Board that sets the strategic direction of the organization and approves the three-year business plan and expenditure plan for the annual budget. The DDWA CEO, or designee, sits on this Board. The current staff structure includes 24 staff with backgrounds in public health, public administration, social work, and other disciplines. Arcora Foundation is fully funded by Delta Dental of Washington, through an annual contribution from the company’s profits, and contributes $10 million throughout Washington State annually.

Because of this change, the environmental context described above, and the growth in size and complexity of Arcora's work, the Foundation is separating the CEO and President roles. The current President and CEO will continue as Arcora Foundation’s CEO and take on the Chief Mission Officer role for Washington Dental Service; hence the need for a new Arcora Foundation President.

Learn more about Arcora Foundation at www.arcorafoundation.org!

**Position Responsibilities**
The Arcora Foundation seeks a new President to provide thoughtful management, operational and strategic leadership, with an eye toward promoting health equity throughout Washington State – with no one left behind. The new President will be a proactive innovator who will continue to execute and deepen Arcora's impact, grounded in Arcora's recent organizational redesign process. The preferred candidate will have appropriate experience and skills to lead, manage, and advance Arcora’s programs, initiatives, grantmaking, evaluation, civic and community engagement, and advocacy to advance Arcora’s mission into the future.

The new President will play a variety of roles. Initially, stewarding the continuing implementation of Arcora's specific approach to philanthropy will be an important priority; this process will involve engagement of the Board, other funders, and the broader community. At the same time, the new President will be developing a collaborative and productive relationship with the staff, CEO, and Board; cementing the role and identity of Arcora within the community and the philanthropic sector in the region; developing communications vehicles to engage the community; and, setting into place a framework for assessing Arcora's work in the community. The President will lead grantmaking, convenings and other activities as Arcora continues to evolve, serving as a key spokesperson and ambassador.
Specifically, the President’s responsibilities will include:

**Leadership**

- Serving as a leader in philanthropy regionally through advancing Arcora’s overall mission and specific agendas in public forums and through building key partnerships, alliances, coalitions, and joint ventures with other influential leaders in business, government, academia, the nonprofit sector, and other arenas

- Examining and evolving the current structure of the staff, ultimately developing a staffing structure that streamlines decision-making and strategic prioritization

- Mentoring and leading staff to set priorities that align with strategy and ensure that programs advance Arcora’s mission and vision and achieve the desired impact, while supporting professional development, growth and advancement

- Establishing and maintaining positive relationships with a strong, diverse and active CEO, Board of Trustees, other funders, and the broader health equity funding and advocacy communities to effectively leverage and promote Arcora’s impact, reach and visibility

- Strengthening existing and cultivating new relationships with Arcora’s key community stakeholders, including other private funders, public sector leaders, nonprofit leaders, private sector partners, and other opinion leaders and policy influencers

- Balancing creative and visionary thinking with operationally measurable and quantifiable implementation of Arcora’s strategy; bringing clarity to program goals and process measures

- Developing marketing and communications strategies focused on grantees, other funders, and the community at large in approachable and contemporary ways

**Equity**

- Deeply embedding and acculturating equity in Arcora’s internal and external work, building on lessons learned from the organization’s equity work over
the past several years

- Leveraging analytical tools and personal influence to maximize what the foundation can do to enhance equity and reduce inequity

- Leverage collegial internal culture to speak to values that deepen equity understanding and commitment with the goal of more effectively serving marginalized communities through effective programmatic design and delivery

**Program and Grantmaking Management**

- Extending the voice of Arcora Foundation through programs and grants, continuing to position it as a leader in integrating oral health into full body health, especially for communities of color and lower-income communities around the state

- Working with the CEO, Board of Trustees and staff to develop and implement Arcora’s programs, philanthropy and grantmaking

- Empowering the Arcora team to identify community needs throughout Washington State's diverse regions and develop appropriate program, grantmaking and advocacy initiatives

**Organizational Management**

- Advising, counseling and directing staff activities; ensuring staff team operates collaboratively and effectively at a high professional level in a “best places to work” environment

- Integrating Arcora’s program and operations teams

- Ensuring that Arcora sustains the highest level of effectiveness and efficiency through its people as well as through internal controls, budgeting and finance

**Profile of the Successful Candidate**

Arcora seeks an entrepreneurial, inspirational grantmaking leader who is skilled in strategic management, organizational development, communication, consensus-building, and understanding systems. The new President will be deeply committed
to diversity and inclusion, as well as ensuring equitable practices in Arcora’s work; we expect that this commitment will reflect a lived experience as well as a set of learned ones. The new President could come from a variety of leadership backgrounds, though the successful candidate will likely have a track record of advancing health equity. The new leader may also have experience in other fields, such as work in the public, private or nonprofit sectors. In any case, the new President will be fully prepared to advocate on behalf of Washington State and its most vulnerable communities.

More specifically, Arcora seeks a thoughtful, experienced professional who has:

- Leadership experience in the foundation, nonprofit, public or private sector
- A fundamental commitment to equity, being skilled in analysis to understand the equity implications of individual, organizational and systemic decisions
- Deep concern for underserved communities and a disposition to help build their leadership capacity and resilience
- A commitment to place that is particular to and paramount for communities in the Pacific Northwest, expressed through an understanding of Washington State’s diverse (rural, tribal, suburban, and urban) communities, disparities, health equity infrastructure and policy environment
- Political savvy and the ability to navigate cross-currents within a complex ecosystem
- Understanding of the role of philanthropy in building community engagement and resilience
- Strong track record in recruiting, retaining, developing and maximizing the talents of a highly functioning team
- Ability to manage an efficient and effective organizational infrastructure and measure its performance over time
- A communicative and collaborative approach, demonstrated through strong written and oral skills as well as strong listening skills
- An inclusive, consensus-building leadership style both in and out of the public spotlight that motivates and inspires others, especially to encourage
transformational change

- Sharp business acumen, with a track record of effective and judicious analysis of data and impact and, deployment of financial resources
- Demonstrated appreciation of the value of stewardship and humility
- Demonstrated experience in taking calculated risk and accountability
- Strong integrity and a commitment to professional excellence, combined with values that wear well over the long term

**Start Timeframe**
We seek to have someone in place by January 2020.

**Compensation**
Consistent with Arcora's organization-wide values and practice, this position offers a competitive salary, with a base compensation informed by an independent, objective compensation and benefits analysis. We actively welcome all candidates from a wide range of backgrounds who have the skills to lead this dynamic philanthropic institution – regardless of compensation history.

**To Apply**
All applications are held in strict confidence. Please submit your credentials and a letter of interest through our private applicant portal to The 360 Group at:

https://the360group.us/portal/

Applications should be directed to the attention of Vincent Robinson, Managing Partner. Applications will be reviewed on a rolling basis. Earlier applicants may receive priority consideration. To be considered, The 360 Group encourages all interested candidates to submit their applications promptly, via the confidential applicant portal linked above.

*At The 360 Group, we know that a richly diverse mix of professionals makes organizations more effective. Using that principle as our “North Star,” we make diversity a hallmark of our firm, and all of our search engagements.*

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