



THE 360 GROUP
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Blue Shield of California Foundation

Chief Program Director

Position Description & Candidate Profile

Chief Program Director

Location

San Francisco, CA

Reports to

President & CEO

Our Client

Blue Shield of California Foundation (BSCF) supports lasting and equitable solutions to make California the healthiest state and end domestic violence. The Foundation is funded entirely by contributions from Blue Shield of California, a mission-based, not-for-profit health plan founded by physicians in 1939 to ensure all Californians have access to high-quality health care at a sustainably affordable price. BSCF is one of the largest health-focused grantmaking organizations in California. The Foundation was established as an independent private institution with its own Board and mission.

Blue Shield of California Foundation refined its strategy in 2021, building on its previous work to end domestic violence and achieve health equity. BSCF believes that domestic violence and inequities in health are the result of deep-rooted, systemic issues—namely gender and economic inequity, and racism. BSCF's strategy is to effect systems change by addressing these root causes. BSCF seeks to improve the lives of the Californians who are most affected—specifically people of color in communities with low incomes who are affected by domestic violence and health inequities.

Based in downtown San Francisco, The Foundation has a team of 34, and is largely comprised of people of color, including its executive team.

Learn more about the Blue Shield of California Foundation at <https://blueshieldcafoundation.org/>!

Position Responsibilities

The Chief Program Director (CPD) is a member of BSCF's Executive Team, responsible for developing and implementing BSCF's strategy and programmatic efforts. Because the Foundation's mission and work exists in such a complex, multi-dimensional environment, it will be critical for the CPD to collaborate across all of the Foundation's functional areas. As a member of the Executive Team, the CPD

also assists in managing the Foundation's operations, culture, fiscal and administrative matters, legal issues, Board relations, and special projects as assigned by the CEO. The CPD leads and manages the program staff comprised of 13 people. The CPD leads grantmaking and programmatic work, grounded in the Foundation's values: integrity, partnership, possibility, equity, and dignity. The Foundation uses an equity filter in all of its work, which means the entire team surfaces assumptions and sets outcomes, engages multiple perspectives, attends to unintended outcomes, communicates, and evaluates its efforts.

Specifically, the Chief Program Director will:

Strategy Development

- Lead the overall design, implementation, and management of the Foundation's program strategy across the Foundation
- Manage performance and impact of the Foundation's programmatic investments
- Act as the primary content knowledge expert to colleagues on grantmaking, grants management, initiative design, evaluation coordination, and field expertise
- Lead the overall work planning process on an annual basis for the Foundation
- Develop, drive, and help to translate and implement the process and design, while working collaboratively and cross-functionally across teams to operationalize program strategy and ensure alignment with overall Foundation strategy and priorities
- Contribute to the overall strategy and priority setting across the Foundation, working closely with the Executive Team

Program Oversight, Design and Measurement

- Ensure high quality execution of the Foundation's grant-making processes
- Implement, refine, and recommend grant-making goals, strategies, and protocols
- Ensure that the Foundation's investments advance the Foundation's programmatic strategy and comply with all policies and regulations
- Ensure strategic alignment of overall grant portfolio and make recommendations to increase effectiveness of grant-making program
- Lead portfolios that advance overall program strategy

- Manage program staff efforts in building and implementing annual work plans, quarterly dockets, and periodic initiatives that advance the Foundation's strategy
- Partner with Evaluation and Data Strategy Director to implement evaluation and learning approaches that support and inform the Foundation's impact goals and annual performance metrics
- Partner with Finance, Operations and Grants Administration Director to develop and manage Foundation's programmatic budget and create processes that support effective and efficient operations

Leadership and Management

- Recognize opportunities and recommend solutions that increase the overall effectiveness and encourage continuous improvement of the Foundation across all business areas as a member of the leadership team
- Lead, direct, manage and provide oversight of the program staff's performance and provide coaching and guidance as well as on-the-job learning and professional development
- Act as a recognized and visible representative of the Foundation in the philanthropic field

Partnership and Thought Leadership

- Represent the Foundation regionally and nationally by speaking at and attending conferences and meetings, maintaining a strong network of funder, community, and public sector contacts throughout each region, facilitate networking among grantees and between grantees and other community organizations
- Collaborate with the Director of Communications to support Program Team's visibility and thought leadership in multiple modes – through written blogs, reports, and articles; through in-person presentations or webinars; and through social media engagement
- Foster and generate new ideas and innovation supporting the needs of the Foundation

Grantee Relations

- Oversee a process for continuous learning regarding the Foundation's grantmaking; work with Program Team members to maximize the effectiveness of their grantee relations by focusing on strategy, influencing

skills, assessment approaches and experience working with challenging grantees

Management

- Supervise Program staff by setting clear expectations of grantmaking function, sharing information about the program strategies, priorities, and objectives, and managing the professional growth of the team through drafting career matrixes, reviewing professional development plans, and providing bi-annual reviews

Cross-Functional Collaboration

- Work collaboratively with the Foundation CEO, Executive Team, and other staff across teams on strategic Foundation issues; contribute to the development of a supportive and collaborative work environment through active participation in internal projects, teams, and activities

Profile of the Successful Candidate

The Chief Program Director will embrace and have a true passion for the mission of the Foundation and a commitment to the Foundation's areas of focus. Driven by the Foundation's goals, s/he/they will have the character and dexterity to innovate and lead the grantmaking and programmatic functions of the Foundation, working closely alongside a strong leadership team to achieve the greatest possible impact for continued and future success. S/he/they will embody the values of the Foundation and will inspire and motivate others.

The CPD will be a strategic thinker with the vision, capacity, and experience to understand and balance a complex array of needs. S/he/they will be an intuitive planner with a demonstrated ability to set priorities, develop and implement clear, action-oriented thoughtful strategies, and assess risks in a timely manner while keeping the best interests of the Foundation and its impact in focus. S/he/they will have robust analytical skills and the ability to think creatively and collaboratively about the Foundation's philanthropic goals, while continuing to actively solicit feedback.

S/he/they will have humility and agility and will be able to navigate the Foundation's multiple priorities, knowing when to change direction and focus and be able to make practical, data-driven decisions in a timely, thoughtful way. S/he/they will have the strength of character to work effectively with other strong leaders at the Foundation in positive partnership and will be seen as an expert in

this area. A superior project manager with clear, well-supported ideas, the CPD will express their opinions thoughtfully and with poise, helping to guide various Foundation stakeholders to consensus.

The CPD will be a decisive, results-oriented leader with a collegial, team-oriented working style, with high emotional intelligence. S/he/they will have a proven record of visible and effective management and the demonstrated ability to build, nurture and retain a strong team of professionals that is focused on impact, excellence, accountability, and efficiency. This individual will also be a fervent motivator able to inspire a shared vision, quality performance, and strong morale. S/he/they will empower and cultivate staff through active and effective communication, feedback, and delegation, and promote intra- and interdepartmental teamwork and collaboration while maintaining a leadership style that is fluid, open, and nimble in adjusting to emerging needs or shifting priorities.

With an approachable yet direct style, the CPD will be a natural relationship-builder with an innate ability to shape and sustain excellent relationships. Both within the Foundation and with varied external constituencies, s/he/they will continually be an excellent advocate for the Foundation, its strategic priorities and mission. The CPD will form a strong bond with the leadership at the Foundation, including the Board and President and CEO, and will be able to remain firm and steady in delicate situations and in high-level strategic discussions. An excellent, attentive listener, s/he/they will naturally earn trust. Moreover, the ideal candidate is an individual of unquestioned integrity, ethics and values and is someone who can be trusted without reservation.

The CPD will be a dynamic, exceptional communicator with strong interpersonal skills and an ardent ability to articulately present the Foundation's priorities to a range of constituents in a manner that energizes and inspires. This individual will have an inherent ability to listen intently, think clearly and respond effectively to a variety of inquiries and challenges. Using accessible language to communicate strategy, information, and process, s/he/they will be able to synthesize input, make decisions, and share information to a broad group of constituencies to build consensus for action with a clearly articulated vision. S/he/they will deeply understand the nuances of creating and delivering compelling and meaningful communications such as proposals, reports, and updates. The CPD will produce effective and persuasive presentations on topics of importance to senior leadership, staff, board members, external partners and stakeholders with complete transparency and accuracy.

Master's degree required, with a preference for a degree in public health, public policy, or related area. Must have previous experience working in California or have a strong working knowledge of California, given the size and complexity of this state. A minimum of seven to ten years of senior grantmaking experience that demonstrates an expert and deep knowledge of philanthropy, foundation operations, grantmaking, grantee relations and process design.

Start Timeframe

We seek to have someone in place in early Spring 2023.

Compensation

This position offers a competitive salary and includes a comprehensive benefits package. We actively welcome all candidates from a wide range of backgrounds who have the skills to fulfill this role – 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 Monica Rodgers, Senior Consultant or Melissa Ulum, Of Counsel. 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.

Learn more about The 360 Group at the360group.us.