



**THE 360 GROUP**  
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# Silicon Valley Community Foundation

**Executive Vice President,  
Community Action, Initiatives and Policy**  
Position Description & Candidate Profile

# Executive Vice President, Community Action, Initiatives and Policy

## Location

Mountain View, CA

## Reports to

President and CEO

## Our Client

For the past 20 years, the mission of the Silicon Valley Community Foundation (SVCF) has been to advance innovative solutions to challenging problems. The organization has returned to its community foundation roots - engaging donors, corporations, government and community partners in efforts to make the Silicon Valley region and the world a better place. Based in Mountain View, California, SVCF partners with families, individuals and corporations to manage and facilitate their philanthropy. The foundation also connects donors to the most pressing needs in local communities. SVCF has more than \$13 billion in assets under influence, and in 2022, deployed more than \$2 billion to more than 6,000 nonprofit organizations in communities in the Bay Area and beyond, making it one of the nation's largest grantmakers.

SVCF works to improve people's lives in San Mateo and Santa Clara counties, and partners with donors, companies and other foundations to address regional concerns that affect local communities. Despite the area's great wealth, residents are challenged by so much - dearth of affordable and low-income housing, childcare services and accessible transit, financial instability and the precarious safety and security of low-income and residents, among other issues. Coming out of its most recent strategic planning process, the community foundation now focuses on reducing systemic disparities, building strong and engaged communities, and growing the culture and practice of effective philanthropy.

SVCF is a trusted and enduring institution for the community, and donors are critical to its success. SVCF works closely with its donors and corporate clients to understand their philanthropic goals and the best ways to accomplish them. From accepting complex assets and establishing giving vehicles, to facilitating grantmaking and other types of charitable investments, SVCF is committed to

ensuring donors make the impact they seek. This core area of work facilitates the movement of resources to communities.

As the broader Bay Area economy continues to evolve, SVCF builds relationships with the tech sector and other leading actors in Silicon Valley. In this region, endowed with dynamic enterprises and unparalleled talent, important social issues remain. The foundation's deep relationships with donors, non-profit organizations, other foundations, and government officials position it well to convene philanthropic forces and engaged civic partners in the community to address, mitigate and solve these very real problems.

SVCF also partners with these same sectors to address public policy issues, advance the best ideas and direct resources swiftly and strategically toward critical matters facing the community. Finally, the foundation serves as a resource for nonprofit, civic, government and philanthropic organizations.

There are several ways SVCF contributes, including:

- Initiatives: launching initiatives and special projects, partnering with other foundations, corporations, nonprofits, donors and government agencies on topics or issues of regional importance
- Research: commissioning research to identify emerging issues, monitor trends and provide analysis
- Public forums/convenings: bringing people together to engage in discussion and problem-solving
- Public Policy & Advocacy: taking positions on critical issues and advocating for policy outcomes

We invite you to learn more about Silicon Valley Community Foundation at <https://www.siliconvalleycf.org>.

## **Position Responsibilities**

The Executive Vice President, Community Action, Initiatives and Policy (CAIP), a member of the Executive Leadership Team reporting to the President and CEO, will be a dynamic and forward-thinking leader who collaborates to successfully deliver programmatic strategies for the foundation's discretionary funds, affect public policy, and craft integrated processes that highlight the strengths of each portfolio and provide opportunities to leverage the underlying intersections among them. The EVP, CAIP will also be responsible for developing and implementing strategies to advance the policy interests of SVCF. This includes monitoring legislation and regulations affecting the philanthropic sector, and analysis and strategy related to

SVCF's mission and its function as a community foundation. Advising on proactive and reactive strategies to advance the interests of SVCF will also be part of the new EVP's portfolio.

This role will oversee and support a talented team of program professionals with an array of backgrounds, enabling the team to come to innovative, interdisciplinary approaches to support the growth of the community.

Specifically, the Executive Vice President, Community Action, Initiatives and Policy will:

- Engage community partners regionally, in the state and nationally to ensure that information about current needs and effective community solutions is flowing into and out of SVCF, while incorporating philanthropic best practices into SVCF's work and actively contributing to field leadership and innovation
- In partnership with the program team and other SVCF colleagues, maintain external leadership visibility and actively seek ways to leverage partnerships to further SVCF's priorities and influence, serve to advance SVCF's mission and priority programmatic areas, and support and collaborate with the CEO to represent foundation priorities externally
- Demonstrate leadership and management skills to effectively organize and monitor the teams' (individual staff and team as a whole) work plan priorities given limited staffing and discretionary grantmaking resources to ensure alignment with SVCF organizational goals to create strategic impact
- Remain current and knowledgeable about legal and public policy matters related to community foundations and philanthropy
- Foster a learning culture within the program team and help foster learning about community issues and needs across the organization. Goals include creating synergy across the program team and with other SVCF teams – particularly in the Philanthropic Partnerships division (development, donor and corporate engagement teams) – as well as synergy across grantee portfolios, which includes measurement of grantees' efforts along with SVCF's efforts in assessing mission alignment and impact
- Create opportunities to strategize with program and other SVCF teams to transform processes into innovative and effective strategies; as a member of the Executive Leadership Team, assess any operation, technology, communication and HR impacts and work collaboratively with colleagues to course correct where necessary
- Leverage talent and encourage leadership within the program team leaders so that they model the same support for their own teams

- Apply a keen eye toward tools and technology that can capture requirements and accountability metrics that offer effective assessments on the team's work and the foundation's progress against its goals
- Oversee team-level budgeting, discretionary community grant program, staffing, planning and progress/outcome assessment; partner to ensure adequate coverage for key areas and strategic priorities and that assessments are addressed; remove roadblocks to teams' success, including allocating resources properly, setting priorities and fostering needed skills
- Work closely with the CEO to oversee board learning, including the development of programmatic and community learning opportunities, timelines, and structures to assess key impact objectives
- As a member of SVCF's Executive Leadership Team, participate in setting priorities, budgets and overall strategic direction for the foundation

In addition, SVCF uses an equity filter in all its work, which means the entire team surfaces assumptions and sets outcomes, engages multiple perspectives, attends to unintended outcomes, communicates, and evaluates its efforts.

### **Profile of the Successful Candidate**

SVCF is committed to equity, diversity and inclusion, and seeks to continue to build a diverse and inclusive workforce to promote effective work in partnership with all communities and population groups in the region. The EVP, CAIP will embrace and have a true passion for the mission of SVCF and a commitment to SVCF's areas of focus. Driven by the SVCF's goals, the EVP 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. The EVP will embody the values of the foundation and will inspire and motivate others. SVCF seeks a skilled, creative and innovative professional with well-honed programmatic, management and leadership skills to bring together the internal and external strategies, functions and programs of the organization.

The EVP will be a strategic thinker with the vision, capacity, and experience to understand and balance a complex array of needs. The EVP 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. The new leader 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.

The EVP 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. The new leader 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 EVP will express their opinions thoughtfully and with poise, helping to guide various foundation stakeholders to consensus.

The EVP will be a decisive, results-oriented leader with a collegial, team-oriented working style, with high emotional intelligence. The person 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. The new leader 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 new leader 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, the EVP will continually be an excellent advocate for the foundation, its strategic priorities and mission. The EVP will form a strong bond with the leadership at the foundation, including the President and CEO and the Board, and will be able to remain steady in delicate situations, in high-level strategic discussions, and be flexible to pivot, if needed.

More specifically, SVCF seeks a visionary leader who reflects the following:

- Fifteen or more years of senior leadership and team management experience, with at least 7-10 years of executive leadership experience
- A bridge builder, a connector among staff and leadership, board, donors, grantees, public, private and philanthropic stakeholders
- Analytical abilities and extensive technical knowledge in the areas of public policy, nonprofit/philanthropic management, grants management, finance, governance, impact investing, and an array of charitable vehicles including donor advised funds (DAFs) and program/organizational design and delivery strategy
- Can offer decisiveness with clarity, balanced with humility, transparency and vulnerability

- The ability to be visionary by cultivating creative thinking among team members and finding ways to nurture innovative thinking across all areas of the organization
- Is a grounded leader with facilitative management skills
- A social justice systems thinker with proven ability to understand how complex, interrelated systems work and how to make change within them, particularly from the point-of-view of a foundation
- The ability to identify trends in practice and guide resources accordingly
- Substantiated programmatic planning and budgetary responsibilities
- A communication style that reflects approachability, authenticity, transparency and clarity; strong interpersonal skills
- A flexible and innovative orientation, comfort in risk-taking and appreciation for ambiguity, with the ability to challenge conventional thinking, encourage dialogue and offer genuine receptiveness to differing perspectives
- A learning orientation with the ability to integrate knowledge and learning and the capacity to effectively use research and evaluation
- Excellent written and oral communication skills, including public speaking
- Ability to collaborate and integrate across the organization, including appreciation for one's own function and the need to tie to the broader organizational strategy and priorities

## Start Timeframe

We seek to have someone in place by Q2 2024.

## Compensation

This position offers a competitive salary range of \$300,000 to \$350,000 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. 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](https://the360group.us).**