Position Specification

President & Chief Executive Officer

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Carlson Beck advises Arizona Community Foundation on the basis of an exclusive consulting assignment. The following details are for your information and should be shared with discretion.
POSITION SPECIFICATION

ARIZONA COMMUNITY FOUNDATION

THE POSITION:  PRESIDENT & CHIEF EXECUTIVE OFFICER

REPORTS TO:  BOARD OF DIRECTORS

LOCATION:  PHOENIX, ARIZONA

A Compelling Philanthropic Leadership Opportunity

The Arizona Community Foundation (“ACF”) Board of Directors seeks a bold strategic leader to lead the Foundation forward at a transformational time in one of the most dynamic states in the U.S.

Building on 45 years of impact and shared purpose at ACF, the President & Chief Executive Officer will demonstrate the power of community foundations to convene, inform, and galvanize leaders in all sectors for positive impact in their communities. Arizona Community Foundation is one of the 20 largest community foundations in the U.S. with assets of $1.5 billion. The President & CEO, with a strong commitment to and demonstrated action for fairness and equity, has the opportunity to boldly lead by example. ACF brings creativity and innovation to the field of community philanthropy in the state of Arizona and enables next-level philanthropic impact and outcomes. This leadership and strategic thinking will continue to propel ACF forward as a convener of ideas and leaders – community, elected, business, philanthropy, nonprofit – to address local and statewide community issues while maintaining and enhancing its donor-centric philosophy and approach to the Foundation’s work. The new President & CEO must understand and believe in the power of philanthropy.

THE POSITION

The President & CEO (“CEO”) provides strategic vision and executive leadership to ACF. The CEO advances the mission and strategic goals of ACF set forth by the Board of Directors. The CEO is responsible for the overall cohesion and organizational health of this multi-dimensional, complex, and sophisticated community foundation, comprised of numerous funds and supporting organizations. The CEO balances multiple interests – continuity with innovation, donor-focus and operational excellence while meeting community needs, appropriate policy advocacy that is nuanced, respectful and apolitical – while upholding the Foundation’s well-earned positive reputation. The CEO will lead ACF’s managing the structural status of funds, continue building a foundation of funds that enables the design of the future of ACF, as well as grow assets under management resulting in increasing impact in local and statewide communities.
The needs of the nonprofit sector have never been greater. There will continue to be increased demands on philanthropic leadership and resources. The CEO will bring excellent collaboration and convening abilities, engaging a wide array of stakeholders, including donors, addressing community needs. The landscape of philanthropy and Arizona is changing, and the next CEO will lead that change at ACF.

The Profile

The CEO brings an executive leadership profile and public presence to the statewide community, raising the visibility of the Foundation, informing and educating members of the community on the Foundation’s leadership role in philanthropy, and inspiring donors and collaborators to improve the quality of life in Arizona. The CEO must bring excellent verbal and written communication skills to internal and external audiences, serving as ambassador, leader, and chief inspiration officer. The CEO, in partnership with donors and staff, serves and leads donors and community members committed to positive impact and meeting the needs of diverse Arizonans throughout the state.

The CEO possesses strong collaboration skills, internally and externally, and thrives on meeting and working with a wide array of stakeholders, such as donors, community leaders, nonprofit organizations, fellow funders, elected officials, public and private sector leaders, to achieve collaborative action for attaining mutual community goals and objectives.

The CEO is an active and avid relationship builder with a wide range of stakeholders. The CEO balances the needs of these stakeholders – from staff to donors, affiliates around the state, elected officials, government agencies and institutions, nonprofit organizations, investment advisors, and others – who share common interest in philanthropy but may have competing priorities. The CEO has demonstrated leadership through successful conflict management, negotiation and consensus building skills to meet the needs of diverse stakeholders.

The CEO possesses strong executive management skills, developed ideally via multi-sector leadership and management roles, to navigate the complexity of ACF as a donor-centric financial and philanthropic entity and the Foundation’s role in the larger community. The CEO partners closely with the members of the Board of Directors, strategically setting the vision, mission, and direction of ACF. The CEO has a demonstrated track record of successfully managing multiple priorities and competing demands in one or more professional environments.

The CEO possesses cultural sensitivity reflected in a track record demonstrating commitment to Diversity, Equity, and Inclusion (“DEI”), including board-level efforts as well as supporting staff-focused efforts and initiatives. The CEO encourages external actions that foster DEI appropriately. The CEO brings cultural fluency to their leadership role and actions, valuing the organizational benefits of DEI.

The CEO demonstrates the ability to attract future staff, as well as develop and retain current best-in-class, high-performing staff who possess deep expertise. The CEO is collaborative and supportive in management style, fostering a trust-based culture, while appropriately delegating responsibilities and holding staff consistently accountable. The CEO will be known for excellence in building a pipeline of leaders. The CEO ensures human resources best practices at all levels of the organization.

The CEO, in strong partnership with the Chief Financial and Operating Officer(s), manages the financial health and integrity of the Foundation. This includes understanding the drivers of ACF’s financial
condition, areas where financial dynamism or tradeoffs are possible, and ensuring fiduciary standards are being met. The CEO will bring experience with significant or comparable financial management responsibilities and scale and complexity of financial operations.

Responsibilities

**Strategic Leadership**
- Lead the organization, in collaboration with the Board of Directors and staff, on strategies, techniques, and execution of actions to advance ACF’s mission, vision and brand as a leader in statewide community philanthropy.
- Articulate organizational goals and objectives pursuant to ACF’s mission and vision.
- Nurture high levels of engagement with the Board of Directors, financial and legal advisors, and external community stakeholders across the state in advancing ACF’s mission and work while fulfilling philanthropic objectives.
- Embody integrity and commitment to achieving organizational goals and priorities externally and internally.
- Cultivate and steward ACF as the leading-edge community foundation in Arizona.
- Serve as agent of the Board of Directors, providing fiduciary responsibility over the assets and goodwill of the Foundation while maintaining staff capacity, systems, and controls to that end.
- Nurture an organizational climate reflective of the Foundation’s values.
- Ensure alignment of staff and Board on organizational priorities; ensure internal culture and dynamics with staff include active listening, flexibility, cross functional communication, trust, and transparency.

**Financial and Organizational Management**
- Ensure consistently excellent professional practices, systems, and processes throughout ACF.
- Lead and ensure the financial and overall health of the organization, working in collaboration with Executive Team and Leadership Team staff as well as the Board.
- Assure management of accurate budgeting and investment management preparation, forecasting, performance measurement and auditing.
- Recruit, develop, and retain the best professionals into every level of the organization – Board, staff, appropriate external stakeholders and business partners. Ensure equity and fairness in all dealings with staff. Bring an increased effective focus on retention of staff thereby decreasing turnover and the associated organizational costs.
- Provide timely feedback, guidance, coaching, and support to staff, personally and by making appropriate resources available to staff.
- Develop a culture that seeks to understand different perspectives and embraces equity, diversity, and inclusion.

**Community Building and Advocacy/External Relations**
- Serves as the primary spokesperson for the Foundation.
- Builds and promotes strong and productive relationships with affiliate offices around the state
- Interacts with a broad range of community, nonprofit sector, and political leaders, identifying and shaping opportunities for the Foundation to serve as a convener on complex or contentious issues.
- Undertakes policy advocacy when appropriate, effectively communicating the Foundation’s perspective on community needs and priorities in a nuanced, apolitical manner that is respectful of ACF’s broad range of donor and affiliate perspectives.
Cultivate, maintain, and strengthen relationships with current and prospective donors and their advisors.

CANDIDATE QUALIFICATIONS / EXPERIENCE / ATTRIBUTES

Education: An undergraduate degree is required. An advanced degree or equivalent professional experience in public service or the public sector, nonprofit management, philanthropy, the private sector or the social sector, is desired.

Experience: Minimum of 20 years of progressively responsible experience in the private, public, or nonprofit sectors. Prior experience in community philanthropy is not required.

A well-qualified candidate will bring a demonstrated track record of success in the following areas:

- Executive level experience in the corporate, educational, philanthropic, governmental or nonprofit sector;
- Leadership and management experience in operating a complex, growth-oriented organization with the ability to attract, develop, and retain an exceptional executive-level team who are also excellent leaders and managers;
- Significant or comparable financial management responsibilities and scale and complexity of financial operations;
- Community consensus building abilities, problem solving skills, experience educating others as well as conflict resolution skills; and
- Ability to address relevant community issues as a leader, convener, facilitator, or broker.
- High level policies and operational procedures of donor stewardship.

Strong people management skills including the ability to influence and engage direct and indirect reports; build trust-base relationships; be open, transparent, and authentic; participate in staff selection, as appropriate; provide timely, relevant, and accurate feedback on performance; and to administer disciplinary action as warranted. Additionally, the candidate will have experience in promoting effective cross functional collaboration, minimization of functional silos, consistent accountability measures, and equitable management practices at all levels in the organization.

The successful candidate will be:

- Passionate about ACF’s mission and the power of community philanthropy
- Strategic thinker and planner and experienced implementer
- Focused on intentionally building funds as foundational to ACF’s ability to affect change and have impact
- A relationship builder, skilled in artfully managing external relations with stakeholder groups
- Culturally competent, with a commitment to and comfort level working with a wide array of diverse individuals; an advocate for Diversity, Equity, and Inclusion
- Collegial, respectful, supportive and empowering of ACF’s staff while holding to standards of excellence and accountability
The successful candidate will **have:**

- A donort- and client-service mindset and orientation that infuses their executive style
- High emotional intelligence (“EQ”)
- Demonstrated accessibility, internally to staff and board members and externally to community members
- A trust-based relational style of interaction, reflecting openness and transparency
- Affinity and appreciation for the diversity of statewide Arizona – multicultural, racial, economic, political, geographic, urban, rural
- Community interests’ negotiation savvy along with strong convening abilities
- Technical knowledge of philanthropy, including a strong record of financial management and understanding of the operational aspects of philanthropy
- Demonstrated ability to effectively address community and policy issues with apolitical approaches welcoming bipartisan support
- Excellent interpersonal skills, internally and externally
- Compelling communication skills including excellent listening skills and the ability to truly hear people
- Ability to collaborate and develop consensus, both internally and externally
- Excellent track record of effective diplomacy
- Unquestionable professional integrity and ethics
- A sense of humor and a containable ego

**THE ORGANIZATION**

*The Mission of Arizona Community Foundation*

*Lead, serve, and collaborate to mobilize enduring philanthropy for a better Arizona.*

For almost 45 years, Arizona Community Foundation has worked to improve the quality of life in Arizona by promoting and facilitating effective philanthropy. Its success is directly related to its generous donors who invest through the Arizona Community Foundation in the state’s most effective nonprofit organizations.

Arizona Community Foundation is a complex, thriving, impactful philanthropic leader, advising and supporting individuals, families, and businesses as they fulfill their philanthropic visions and activities. It holds the role of trusted advisor to many who wish to have a positive impact in communities locally and statewide.
The Foundation has total assets of $1.5 billion, ranking it within the top 25 community foundations in the U.S. by asset size. The Foundation has more than 1,900+ funds representing individuals, families and businesses and their philanthropic activities. ACF’s total cumulative grants are in excess of $1 billion. Funding is awarded to nonprofit organizations, government agencies, and educational institutions for a variety of uses including general operating support, programmatic support and capacity building.

The ACF Investment Committee oversees the sound investment of donor funds, seeking to balance risk-adjusted returns that are appropriate to meet donors’ desired philanthropic investments. ACF’s Investment Policy emphasizes defining investment performance objectives, sound asset allocation and portfolio construction, as well as integrity of measurement, reporting, and governance.

Organizational Structure and Finance

Arizona Community Foundation is governed by a 32-member Board of Directors who bring a wealth of private and public sector industry knowledge, financial savvy, and commitment to community interests. Additionally, there are Board Committees that represent specific expertise to the business of the Foundation.

ACF has six Affiliates around Arizona, bringing together the financial resources of individuals, families, and businesses to impact local communities. They represent approximately $170 million in philanthropic assets. Affiliates are in Cochise, Gila Valley, Yavapai County, Flagstaff, Yuma, and Sedona.

The current ACF staff is comprised of 66 full-time employees. The Executive Team is comprised of the:

- President & CEO
- Chief Program & Community Engagement Officer
- Chief Brand & Impact Officer
- Chief Development Officer
- Chief Financial Officer/Chief Operating Officer
- Chief Technology Officer
- Chief of Staff & Senior Vice President, Community Investment
- Senior Vice President, Philanthropic Initiatives

The Leadership Team is comprised of 15 additional staff members who report to Executive Team members.

ACF has an $12.2 million annual operating budget.

For additional information on the Arizona Community Foundation, please visit www.azfoundation.org.

THE ARIZONA COMMUNITY

Arizona is one of the most dynamic places to be in the U.S.! It is one of the fastest growing states in the country, adding approximately 250,000 people annually from 2012 to 2018. Phoenix has been the fastest-growing big city in the U.S. between 2010 and 2020, adding more than 163,000 residents. This growth reflects the state’s unique advantages and geography. The state’s natural beauty, rich culture, and warm, dry climate make it a popular destination for part-time residents and retirees. Its forward-looking economy and low cost of living have also drawn many younger people in high-tech fields. Arizona is
home to 9,000 technology companies, including satellite communications, semi-conductor and aerospace industries. The median age in Arizona in 2019 was 37.7 years old.

Regarding demographics, White non-Hispanics are 54%, White Hispanics are 24%, Other Hispanics are 8%, Blacks are 5%, American Indians/Alaska Natives are 4%, and Asian/Pacific Islanders are 4% of statewide population. There are 22 Native American tribes that operate as sovereign nations around the state. Tribal leaders work together to lead advocacy efforts on critical policy issues impacting all tribes in the state of Arizona and beyond. Arizona is increasing in demographic diversity with a slight increase in Hispanic residents and a slight decrease in white residents. Other ethnic groups have stayed relatively stable in percentage of population.

There are regional differences around the state, with a rural-urban distinction as well as a north-south divide of characteristics and needs. Services and resources are less abundant in rural and northern areas of Arizona.

Rapid growth has put new pressure on leaders to manage the state’s resources, protect its natural spaces and other assets, and provide equitable access to essential services. With population growth, increased diversity in demographics, and pressure on public infrastructure, Arizonans are concerned about affordable healthcare for all, quality PreK-20 public education, increasing the number of good-paying jobs, a secure water supply for Arizona, ending systemic racism, and affordable housing, according to the 2020 Gallup Arizona Survey. These are some of the areas in which community philanthropy, working with the support of donors, can have a positive impact and outcomes.

CONTACT INFORMATION

*Arizona Community Foundation is an equal opportunity employer and encourages the candidacy of professionals with diverse lived experiences.*

For additional information regarding this opportunity, please contact:

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