



CARLSONBECK

EXECUTIVE SEARCH FOR PHILANTHROPY & NONPROFITS

Position Specification



Silicon Valley
Social Venture Fund

Chief Executive Officer

21 August 2017



Carlson Beck advises **Silicon Valley Social Venture Fund (SV2)** on the basis of an exclusive consulting engagement.



POSITION SPECIFICATION

Silicon Valley Social Venture Fund (SV2)

THE POSITION: CHIEF EXECUTIVE OFFICER

REPORTS TO: BOARD OF DIRECTORS

LOCATION: REDWOOD CITY, CALIFORNIA

THE ORGANIZATION

Vision

“We envision a more equitable and sustainable Bay Area and world.”

Mission

SV2 unleashes the resources and talents of the Bay Area community to achieve meaningful social impact.

A Compelling Executive Leadership Opportunity

The accumulation of wealth in recent decades in Silicon Valley, contrasted with tremendous economic disparities in the region, an existential environmental threat, and innumerable other “philanthropic opportunities,” is historic. This challenging juxtaposition exists in one of the most innovative regions of the world. Yet, the holders of this newfound wealth wonder where to turn to learn how to effectively attack and solve these pressing problems. SV2 and its incoming executive leader are uniquely positioned to seize this opportunity, provide a community of learning and best practices, and unlock the resources and creativity to make a meaningful difference.

The organization’s partnership group, totaling in excess of 800 active and alumni Partners, benefits from individual and family philanthropic capacity building education offered by SV2. This is coupled with supporting SV2’s grantee organizations, who are addressing local needs, in building critical infrastructure and scaling their impact.

SV2’s track record of impact in the community, its reputation for collaborative partnership and capacity building, its potential for significant growth, and its financial stability make this a compelling executive leadership opportunity.



Overview

Silicon Valley Social Venture Fund (SV2) is a vibrant community of hundreds of individuals and families who have joined together to learn about and practice effective giving while pooling their resources and talents to create positive social impact in the Bay Area and beyond. SV2's 200+ current Partners and more than 600 alumni Partners share the belief that working together results in bigger, more meaningful impact than any individual could make alone.

Founded in 1998 by Laura Arrillaga-Andreessen, SV2 embraces two primary goals: 1) inspire and build the philanthropic skills of its “donor” Partners and their families to accelerate their lifelong giving journeys; and 2) build the organizational capacity of its nonprofit grantees and social impact investees so they can increase their effectiveness and create significant, measurable social change.

Accelerating Givers. SV2 pursues the first goal of its mission by offering experiential “learn by doing” grantmaking programs, engaging learning/field research/due diligence and skill-building sessions, volunteer and service opportunities for adults, teenagers and younger children, and networking opportunities within its diverse, impact-oriented Partnership. As a result of SV2's programming and peer-to-peer leadership model, Partners attribute much of their growth as social impact leaders to their engagement in SV2. Partners also overwhelmingly report that they and their families are more confident and strategic in their giving, more generous in their philanthropy, and more involved in their communities as a result of SV2.

Accelerating Social Ventures. SV2 pursues the second goal of its mission by providing its grantees funding to help them build infrastructure and scale their impact, along with pro bono advising and strategic support from individual Partners and Partner teams. SV2 Partners together have vetted and funded over 90 high-performing locally-based nonprofits working across a host of areas such as affordable housing, early childhood education, the environment, at-risk youth, homelessness, economic opportunity and employment, international development, education, and local poverty alleviation. The pooled grant awards support its grantees' overall organizational capacity rather than fund any specific program or service. Partners select grantees that have high-potential models and are at crucial inflection points in their development, where engagement with SV2 can have a transformative impact on their work and serve as a signaling effect to other major funders, with grantees historically seeing more than a 10x increase in funding over five years. SV2 grantees have gone on to win honors and additional funding such as an Echoing Green Fellowship, Ashoka Fellowship, the Skoll Award for Social Entrepreneurship, and the White House Social Innovation Fund.

Guided by SV2's recently refreshed 2014-2017 Strategic Plan, Partners also now jointly invest in mission-driven for-profit companies to further extend the SV2 community's social impact. This past year, SV2 made over \$500,000 in direct grant awards and impact investments, with Partners contributing significant additional follow-on funding. This includes 2x the grant dollars along with hundreds of hours of skilled volunteer time annually.

For more information on SV2, please see www.sv2.org.



CANDIDATE QUALIFICATIONS/EXPERIENCE

Candidate Profile

The board of directors of SV2 seek a highly-collaborative visionary, strategic, and mission-driven leader, who brings passion and effective executive leadership and management, to the role of Chief Executive Officer of SV2. S/he will be leading a thriving giving network that is poised for significant growth and further success and impact. The Board is targeting a strategic leader who can capitalize on the existing opportunity and take SV2 to a new level by growing the partnership, aligning funders, influencing the Valley ecosystem, and accelerating grantees and investees for impact.

Reporting to a strong, forward-thinking, and committed board of directors, the CEO will lead and manage a talented team of five professional staff, a \$1.5M budget, and proven cutting-edge experiential grantmaking and impact investing programs.

The CEO will be responsible for creating, in partnership with the Board, a compelling strategic vision for SV2, and successfully executing to that vision. S/he will be inclusive and self-motivated to implement the vision with internal and external actors, obtaining buy-in from and communicating clearly with stakeholders.

The inflection point of new executive leadership provides the opportunity for SV2 to enhance the organization's business model, such as deepening engagement with Partners, diversifying revenue sources, and growing the number of Partner households at various contribution levels. S/he will be excited and energized by the prospect of engaging with and obtaining increased financial support from Silicon Valley donors, funders, and corporations for the objective of greater impact, optimized outcomes and playing a leadership role in fighting the economic and social disparities facing Silicon Valley.

The CEO will work with Board and staff to ensure that SV2's value proposition to the Partners is clear, resonant, and relevant in the dynamic environment of philanthropy in the Valley. Assessment of how SV2 can increase its impact is of keen interest to the Board and Staff, as well as the Partners and stakeholders.

The CEO will also work with staff and Board to review programming to ensure it is effectively meeting the needs of Partners, grantees, and the community. Expansion of grantee support may include the creation of a new Silicon Valley giving fund; designing and executing this fund in partnership with Board, staff and leaders in the field may be a new responsibility of the new CEO.

A strong culture fit with SV2 is imperative. Characteristics that portend a strong fit include being empathetic, humble, collaborative – a true servant-leader. The CEO must also be a confident, strong, decisive leader, a consultative, action-oriented “driver” of outcomes, with well developed skills in staff management and in persuasive communication with Board and Partners.

This is an exciting opportunity to lead and manage a high-performing organization, with Board, staff, and Partners committed to mission and organizational excellence and achieving meaningful, measurable and lasting social impact.



THE POSITION

Based in Redwood City at the Sobrato Center for Nonprofits, and reporting to and working with the SV2 Board of Directors, the Chief Executive Officer (CEO) is responsible for the daily and long-term management of the organization, and the content thereof including executive-level work with grantees and Partners.

Responsibilities

Strategic Leadership

- Ability to envision the future, working with the Board and other stakeholders, and collaboratively define the organization's strategic vision;
- Craft the strategy, and lead the partnership, Board, staff, and Silicon Valley ecosystem in the direction and execution of this vision; and
- Build and expand the business model, with a passionate focus on diversifying revenue sources, developing programs, building the team, and expanding the partnership to successfully execute the vision's strategy.

Revenue Development

- Increase existing revenue from partnership growth, major donors, foundation funders, and corporate partnerships;
- Expand and diversify revenue sources including pricing tiers, fee-for-service channels, and cost recovery strategies, etc.; and
- Work with Board and staff to manage and grow relationships with Partner households and individual Partners, as well as oversee recruiting Partners via compelling events, inspiring Partner peer recruitment, and annual Partner renewal processes.

Partner Education, Grantmaking, and Events

- Work with staff and Partners to prioritize, enhance and execute learning programs and trainings to increase donor knowledge of effective giving;
- Work with staff and Partner leaders on executing annual grant rounds, which includes: identifying grant round focus, proposal process, due diligence, final grantee selection, development of grant agreements, fund allocations, tracking of milestones and outcomes measurement, and engaging SV2 Partners as effective advisors to grantees; and
- Oversee execution of all events, including two to three large all-community events per year.

Impact Investing

- Oversee execution of impact investing programming, which includes working with Partner leaders to confirm impact investing thesis, deal sourcing and due diligence, investee selection and execution of deal terms, tracking of milestones and outcomes measurement, and engaging Partners as effective advisors to impact investees.

Field Leadership

- Serve as the key spokesperson for SV2, offering thought leadership and influence in the field;

- Cultivate local, national, and global awareness of SV2 via multiple media modalities and professional networks;
- Join with other community leaders to spearhead initiatives associated with *The Giving Code* report (<https://www.openimpact.io/giving-code>) on the state of Silicon Valley nonprofits and philanthropy, including collective impact efforts aimed at solving key social issues in the region; and
- Build and maintain key relationships with Social Venture Partners International (SVPI), of which SV2 is a strategic partner.

Operations and Staff Management

- Lead and manage SV2's operations and processes; this includes quarterly Board materials, policies, procedures and budgets, in concert with the Board of Directors and committees leads and in compliance with bylaws;
- Create the annual plan, goals, indicators and monitoring to measure results in relation to the strategic plan;
- Oversee and connect evaluation efforts across SV2's work;
- Manage, motivate and professionally develop a high-performing staff team, including overseeing annual performance management, compensation and benefits;
- Prudently manage all financial resources in close communication with the Finance Committee and board of directors; and
- Ensure that SV2 has the appropriate systems, physical space, technology and other resources to operate efficiently and effectively.

COMPETENCIES/ATTRIBUTES

Experience: Ten years of experience of demonstrated leadership or equivalent in social sector executive management, network leadership, grantmaking and/or skilled volunteer management. Being well versed in social sector issues and trends is highly desired.

Successful track record of **collaboratively driving vision**, including successful execution of the vision, for an enterprise in partnership with the board of directors, staff, and stakeholders.

Extensive experience developing and executing a **strong business model with diverse revenue channels**, including an excellent track record in **fundraising** or **capital formation**, and engendering financial support from an array of stakeholders/investors.

Proven ability to **think and plan strategically** while also **executing effectively** on tactics and operations, and the ability to make complex trade-offs fulfilling strategic goals. Success leading effectively in **busy, collaborative, egalitarian** environments is preferred.

Experience leading and managing a **member-driven/based organization**, including education and professional development programming. Experience working with members who are donors or investors is highly attractive, as is experience with emerging as well as experienced members.



Demonstrated track record of building and motivating **high-performing teams** of staff, volunteers and/or donors. This includes strong managerial skills with a priority focus on team culture.

Experience serving as the **spokesperson** for an organization, with well-developed public speaking skills, and the ability to facilitate, engage, motivate, and inspire a wide range of audiences.

Track record of **strong financial acumen and analytical skills**, including building budgets, preparing board reports, overseeing monthly financial reporting, and financial scenario planning.

Demonstrated track record of **collaborating with diverse partners** and commitment to seeking out diverse people, groups, and viewpoints.

Grantmaking, venture philanthropy, impact investing, and/or nonprofit organizational development experience a strong plus.

Work **evenings and weekends as required** for meetings, special events, etc. on an intermittent basis.

Education: Undergraduate degree required. Advanced degree in business, public policy, nonprofit management, or related disciplines highly preferred.

The successful candidate will be:

- **Able to collaboratively drive strategic vision for SV2**, working in partnership with Board, staff, Partners, and stakeholders, and take the organization to the next level;
- A highly successful strategic **builder, fundraiser and energized executor of a diversified revenue model** that includes major donors, foundation funders, corporate partnerships, fee-for-service, etc.;
- **A confident and inspiring presence, comfortable and charismatic as the spokesperson** for the organization;
- **A humble and confident, growth mindset leader** willing to listen, ask questions, learn, and be comfortable not having all the answers; and
- **Respectful** of SV2's fundamentals that contribute to successful programs while engendering future success via **creativity and innovation**.

The successful candidate will have:

- **Passion for philanthropy, fundraising** and building thriving nonprofit organizations and social enterprises;
- Ability to **collaborate and develop consensus** among multiple constituencies, including Partners, staff, Board, funders, grantee organizations, volunteers, donors;
- A high level of **emotional intelligence** and experienced **diplomacy** skills;
- **Entrepreneurial spirit and organizational savvy**;



- Outstanding **interpersonal and relationship-building skills**;
- Excellent at **oral and written communications** with passion, persuasiveness, and frequency;
- Comfort with **ambiguity** and taking **informed risks**;
- Ease with giving and receiving **constructive feedback**;
- **Excellent judgment** and **principled flexibility**; and
- **Approachability and humility**, including a sense of humor.

COMPENSATION

A competitive compensation package, including a comprehensive benefits package, will be offered, commensurate with experience.

For additional information regarding this opportunity, please contact:

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As an equal opportunity employer, SV2 is committed to a diverse, multicultural work environment. SV2 does not discriminate in employment on the basis of age, race, creed, gender, religion, marital status, veteran's status, national origin, disability, or sexual orientation.