



Position Specification

San Antonio Area Foundation

Chief Executive Officer

Private and Confidential

Our Client

The San Antonio Area Foundation has served as the sole, designated community foundation for the San Antonio area for over half a century, growing to become one of the top 20 foundations in the nation based on asset size. The Area Foundation helps donors achieve their charitable goals, managing more than 500 charitable funds approaching \$1 billion in assets. Coordinating efforts with numerous area nonprofits, the Area Foundation serves as a collaborative leader, connecting donors to address key community issues and investing in the future. Since 1964, over \$400 million for scholarships and grants have been awarded to enhance the quality of life in the region.

Legacies have been created because of the founding gift from Richard Goldsmith in honor of his father, Nat Goldsmith, that resulted in the formation of the Area Foundation. Semp Russ' bequest in 1978 began a turning point in the Area Foundation's young history and was followed by gifts in later years from the Ruth Lang Charitable Fund in 1990, Gaynelle and Gene Rankin Endowment Trust in 1997, Warm Springs Foundation in 2007, Anna, Pierre, Ephraim Block Scholarship Fund in 2008, Rapier Educational Foundation in 2011, Friends of the Carver Academy in 2014, and other caring philanthropists. Over the past three years, Area Foundation assets under management have tripled, largely due to a gift that resulted in the John L. Santikos Charitable Foundation. This gift included real estate and theater operations.

The Area Foundation and its fundholders granted an average of \$26M annually over the past decade. Nearly 200 of the over 500 funds under management are donor advised funds with philanthropists guiding their giving through the Area Foundation's expertise. In 2019, Area Foundation programs and services will focus on major growth and needs areas of the region. These programs include Youth Success, Successful Aging, Livable and Resilient Communities and Cultural Vibrancy. The Area Foundation also identifies targeted areas to improve quality of life, and currently has four strategic areas of focus including an Animal No-Kill effort, High School Completion, Successfully Aging and Living in San Antonio (SALSA), and Strengthening Nonprofits. The Kresge Foundation, a nationally known entity, invested in the Area Foundation's Strengthening Nonprofits initiative, which was a pivotal moment that seeded investment in the nonprofit ecosystem.

In 2017 alone, more than \$10M was awarded to the community from Supporting Organizations, who operate under the legal umbrella of the Area Foundation, over \$3M in disaster relief assistance to nearly 125,000 individuals, \$3.2M in scholarships to 596 students, and the remainder of funding was granted to nearly 750 nonprofits.

The Area Foundation is a partner for The Big Give, a 24-hour period of online giving aimed at connecting donors to causes that matter to them most, and building nonprofits' fundraising capacity through training workshops. The Big Give is a collaborative effort led by the Nonprofit Council and the Area Foundation. These entities work with private foundations, corporations, media partners, and the broader community to increase awareness of the impact local nonprofits make in addressing the community's social challenges, build nonprofit capacity through training, and connect people to the causes that matter to them the most. Since its start in 2014, The Big Give has raised a cumulative total of more than \$15 million.

The San Antonio Area Foundation made a historic move in December 2012 into a new home with 17,860 square feet of beautiful office space at the Pearl Brewery. The office was named for benefactors Robert and Carolyn Wells, and features more than 9,000 square feet of community meeting and training space, cultivating an environment of collaboration, fostering best practices, and promoting the leveraging of resources among nonprofits. The Wells Center provides an intentional space for collaboration and the collision of great ideas among nonprofit staff, volunteers, and donors who make San Antonio a better place to live, work, and play. In 2017, the Wells Center hosted 22,044 guests and held 122 training classes with 3,364 participants.

The Area Foundation strives to make San Antonio a better place to live by connecting donors to causes they are passionate about; maintaining, investing, and distributing funds from permanent charitable endowments; and creating and leading initiatives for the benefit of the community. The Area Foundation's mission is to help donors achieve their charitable goals for the greater benefit of the community.

Organizational values are as follows:

Community

- We collaborate to serve and build community.
- We invest to create positive change.
- We practice inclusion and diversity.

Integrity

- We are honest, trustworthy, and transparent.
- We honor our donor's wishes.
- We are accountable for everything we do.

Passion

- We work with humility, energy, and joy.
- We explore and embrace new ideas.
- We value and celebrate one another.

Excellence

- We invest in continuous learning and personal development.
- We exceed expectations in our service to others.
- We do our best. We do it right. We do it now.

A volunteer Board of Directors comprised of 19 local leaders with diverse backgrounds govern the Area Foundation. To learn more about the Area Foundation, visit saafdn.org.

San Antonio

Situated in one of the most rapidly evolving cities in the Southwest, the Area Foundation is experiencing strong growth mirrored by that of the city of San Antonio. With its eloquent ability to incorporate past traditions with promising future endeavors, San Antonio has flourished from a regional hub to a cosmopolitan city over the past several decades. Its population has significantly increased and now over 1.4 million people call San Antonio home, making it the seventh most populated city in the United States and the second largest in Texas. Indeed, from 2000 to 2010, San Antonio was the fastest growing of the 10 largest cities in the nation. The demographics of the San Antonio Metro Area are highly diverse; its current population is 54% Hispanic/Latino, 36% White, 7% Black, and 2% Asian. Progressive in myriad

ways, San Antonio increasingly attracts a younger, more metropolitan profile from around the world. Millennials are drawn to the vibrancy of the city and its many job opportunities, as well as the standard and cost of living as compared to major coastal cities.

Within the population is a strong talent pool that supports the city's industries, enabling the city to transform from a historic Spanish trading post into a booming multi-sector economy. As a result of strong core sectors including healthcare and biosciences, manufacturing, finance and insurance, information technology, energy and aerospace, San Antonio's growth is well-positioned to remain strong. Texas' pro-business climate fosters an environment of entrepreneurship and innovation that has driven growth and diversification. Many Fortune 500 companies call San Antonio home, as well as the 13th largest private company in the U.S. (H-E-B). Commonly referred to as Military City USA, San Antonio is proud to be the home of one of the nation's largest active and retired military populations as well as the Department of Defense's largest medical center at Joint Base San Antonio Fort Sam Houston.

Hospitality and tourism are also strong drivers of the local economy, with signature destinations including the Alamo and the River Walk, as well as major commercial attractions such as SeaWorld and Six Flags Fiesta Texas. Additionally, the San Antonio Missions National Park is now a UNESCO World Heritage site. The city is also home to the 5-time NBA Champion San Antonio Spurs and hosts the annual San Antonio Stock Show & Rodeo, one of the largest such events in the country. According to the San Antonio Convention and Visitors Bureau, the city is visited by 26 million tourists per year.

San Antonio has a robust cultural landscape with cultural institutions such as the Witte Museum, San Antonio Museum of Art, McNay Museum of Art, The DoSeum and San Antonio Botanical Garden, as well as strong performing arts organizations including the Tobin Center for the Performing Arts, Majestic Performing Arts Center, San Antonio Symphony, and Ballet San Antonio. These along with San Antonio's historical festivals, embody the city's ability to blend the old and new and foster a culture unique to Texas.

San Antonio is home to 17 school districts, and more than 30 private and charter schools. In addition, the city hosts more than 20 higher-education institutions including prominent public establishments such as the University of Texas at San Antonio and Texas A&M University-San Antonio. The city is also home to major private schools such as Our Lady of the Lake University, St. Mary's University, the University of the Incarnate Word, Trinity University, and Wayland Baptist University. These institutions are successfully equipping students to join the future workforce by aligning key disciplines with the city's fastest growing industries: cybersecurity, bioscience, information technology, and financial services. The synergy between higher-education and the business climate proves that San Antonio has continued potential as a modern frontier.

The Role

The Chief Executive Officer (“CEO”) will be a strategic and inspiring thought leader who is able to balance the need for significant focus on external and local representation with a clear commitment to the operating health and well-being of the Area Foundation. S/he will represent the Area Foundation to its wide range of stakeholders including national and local donors, nonprofits, financial and estate planners, civil society organizations, and the public. S/he will be sensitive to and celebrate the city’s diversity. S/he also has overall responsibility for managing day-to-day activities of the Area Foundation including the programmatic, fiscal, fundraising, marketing, and grant-making operations of the organization.

Reporting to the Board of Directors, the CEO will work collaboratively and proactively with the Board to build on the Area Foundation’s past successes and to develop a strategy for asserting the Area Foundation’s leadership in the future. In leading the Area Foundation’s team to execute this strategy, the CEO will be a tireless champion of the Area Foundation’s mission and messaging, engaging seamlessly with a wide range of local communities.

The CEO oversees a senior management team of six, comprised of the President & Chief Operating Officer, Vice President of Human Resources and Organizational Development, Vice President of Donor Development Services, Vice President of Strategy and Innovation, Chief Financial Officer, and Vice President of Community Engagement and Impact.

The CEO’s specific responsibilities include:

- **Strategic Leadership:** Provide strategic thought leadership to the Area Foundation, its staff, Board, and key stakeholders. Serve as a catalyst for creative and innovative problem-solving in accordance with the Area Foundation’s mission. Effectively navigate complex political and funding systems. Ensure that all activities and programs meet the highest standards of ethics and transparency and are aligned with the Area Foundation’s values.
- **Public Engagement and Relationship Building:** Serve as the chief spokesperson and advocate for the Area Foundation’s mission and goals. Inspire and motivate its donors, community, and nonprofit leadership. Build new partnerships, coalitions, and collaborations with external groups and organizations. Increase the visibility of the Area Foundation and its stature in the local community. Align the strategic focus of development, marketing, and communications to elevate the brand and better highlight the impact of the Area Foundation and inform current and potential donors, partners, and stakeholders.
- **Board Partnership:** Work closely with the Board of Directors to develop an organizational strategic vision, long-term sustainability, and competitive differentiation. Collaborate with the Board of Directors in the articulation and implementation of an ongoing plan to enable the pursuit of the strategic vision.
- **Operational and Organizational Management:** Provide guidance and leadership on all internal financial, operational, and staff development matters. Improve and ensure the internal infrastructure and business processes are robust. Cultivate a culture of transparency, collaboration,

and accountability throughout the organization, and effectively delegate responsibility to ensure the operating excellence of the organization.

- **Programmatic Innovation:** Work closely with staff to build upon and further develop the Area Foundation's deep roots and commitment to the San Antonio community. Assess the efficacy and impact of the Area Foundation's programs, and challenge the organization to continually improve the ways it realizes its mission. Encourage an entrepreneurial and creative approach to philanthropy that meets the needs of grantees, communities, and donors, among others.

Candidate Profile

The Area Foundation is seeking a passionate leader of unquestioned integrity, intellectual breadth, and convening power. The CEO will be a strategic leader with a proven and deep commitment to advancing social change and serving the greater needs of their community, whether in a professional or volunteer capacity.

The successful candidate will have demonstrated bold vision in previous positions and be able to excite donors to participate in the Foundation. S/he should have the ability to work with staff and boards to articulate and implement a focused and bold strategy, and have a track record of success in managing organizations through significant growth and change. S/he will have the capacity to work alongside the Board and staff, to develop and ensure implementation of asset investment management and financial administration strategies and systems that are in alignment with the Area Foundation's mission.

This individual will have the capacity to build constructive dialogue and collaboration among people and across organizations, consistent with the values of the Area Foundation and be energized by building relationships. S/he will have demonstrated experience working with diverse communities, as well as the cultural competency to move fluidly between the different communities throughout San Antonio. The successful candidate will listen to and learn from key stakeholders inside and outside the Foundation and lead in a manner that fosters creativity and innovation. S/he will be a natural connector of people and ideas, and will encourage the staff, Board, and partners to take calculated risks to solve social problems. In terms of the specific competencies and skills required for the position, we would highlight the following:

Setting Strategy:

- The ability to work collaboratively with the Board of Directors to create and articulate an inspiring vision for the organization and to strive towards it with a focused strategy.
- The inclination to seek and analyze data from a variety of sources to support decisions and to align others with the organization's overall strategy.
- An entrepreneurial and creative approach to developing new, innovative ideas that will stretch the organization and push the boundaries.
- The ability to effectively balance the desire/need for broad change with an understanding of how much change the organization is capable of handling, to create realistic goals and implementation plans that are achievable and successful.

Civic Leadership and Community Engagement:

- The ability to effectively represent the Area Foundation in the local communities it serves and the capacity to represent the community on the national and global stage.
- The ability to successfully navigate complex political and cultural systems and to balance the varied needs of the Area Foundation's multiple constituents.
- The experience and/or capacity to build deep and lasting relationships within San Antonio with philanthropic donors, partners, and constituents broadly.
- An authentic interest in and the ability to enthusiastically engage in and celebrate the unique social character of the city.

Executing for Results:

- The ability to set clear and challenging goals, while committing the organization to improved performance; tenacious and accountable in driving results.
- Comfortable with ambiguity and uncertainty; the ability to adapt nimbly and lead others through complex situations.
- A risk-taker who seeks data and input from others to foresee possible threats or unintended circumstances from decisions; someone who takes smart risks.
- A leader who is viewed by others as having a high degree of integrity and forethought in his/her approach to making decisions; the ability to act in a transparent and consistent manner while always taking into account what is best for the organization and the overall mission.

Leading Teams:

- The ability to attract and recruit top talent, motivate the team, delegate effectively, celebrate diversity within the team, and manage performance; widely viewed as a strong developer of others.
- The demonstrated ability to provide a clear sense of direction to the team as a strong internal communicator.
- The ability to persevere in the face of challenges, and exhibit a steadfast resolve and relentless commitment to higher standards, which commands respect from followers.
- A leader who is self-reflective and aware of his/her own limitations; leads by example and drives the organization's performance with an attitude of continuous improvement by being open to feedback and self-improvement.
- The ability to foster a strong sense of camaraderie and empower people to innovate and to improve.
- Experience leading an organization through substantial growth and transition.

Relationships and Influence:

- Naturally connects and builds strong relationships with all types of people, demonstrating strong emotional intelligence and an ability to communicate clearly and persuasively.
- An ability to raise awareness and advance an understanding of the Area Foundation's mission, work, and impact, and inspire trust and followership in others through compelling influence, powerful charisma, passion in his/her beliefs, and active drive.

- Encourages others to share the spotlight and visibly celebrates and supports the success of the team.
- Creates a sense of purpose/meaning for the team that generates followership beyond his/her own personality and engages others to the greater purpose for the organization as a whole.

Commitment to Mission and Shared Values:

- A passion for and unwavering commitment to the Area Foundation's core values and the merits of individuals working together for the well-being of San Antonio community.
- Unquestioned personal and professional integrity, humility and honesty.

Contact

Russell Reynolds Associates has been exclusively retained for this search. Prospective candidates are invited to email SAAF@RussellReynolds.com. All inquiries and discussions will be considered strictly confidential.