

## Position and Candidate Specification

### Community Foundation

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FOR SOUTHEAST MICHIGAN

## President

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Now 35-plus years in operation, the Community Foundation for Southeast Michigan is one of the largest and fastest growing community foundations in the country. With assets totaling approximately \$1.2 billion as of December 2020, the Community Foundation's success places it in the top 30 of approximately 800 community foundations nationwide. The Community Foundation raised \$120 million in new gifts in 2020 and has built a base of trust and service that positions it well for future growth.

The of the Community Foundation is to strengthen the community and civic infrastructure of the southeast Michigan region which includes seven counties equal to almost 40 percent of Michigan's population. As a permanent community endowment built by gifts from thousands of individuals and organizations, the Community Foundation supports a wide variety of [initiatives](#) benefiting education, arts and culture, health, human services, community development and civic affairs. Somewhat unique in the field of community foundations, the Community Foundation for Southeast Michigan's staff of nearly 50 members also manages 10 supporting organizations, two affiliate organizations, and 15 current special initiatives; these initiatives are in partnership with numerous national and local foundations, including two statewide projects. The Community Foundation has distributed more than \$1 billion to nonprofit organizations over its history.

The Community Foundation has a stellar [Board of Trustees](#) that, together with a capable and committed staff, can be expected to honor the past and move the Community Foundation forward to fit the ever-changing times. The scope of the Community Foundation is varied and ever-growing with a commitment to evolution and constant improvement.

The Community Foundation oversees ten separate corporations that receive their tax status from their affiliation as well as its two geographic subsidiaries. The Community Foundation also holds designated endowments of 200 other nonprofits requiring relationship management and services. Continued expansion of the number of corporations and organizations under management is expected and a key indicator of future success.

The Community Foundation's headquarters are in Detroit, Michigan, near the Detroit Riverfront, Campus Martius, downtown businesses, and various parks and restaurants. For more information, visit the Community Foundation's website <https://cfsem.org/>.

### KEY COMMUNITY FOUNDATION FOR SOUTHEAST MICHIGAN FACTS AND FINANCIAL HIGHLIGHTS

- Holds 1,400 funds
- Makes ~5,500 grants annually (\$102 million in 2020)
- Manages 12 – 15 special projects and initiatives annually
- Raised \$120 million in 2020
- Manages [investments](#) with the oversight of the Investment Committee and NEPC. Endowment pool investments have achieved ~10% annualized returns over the past five years
- Engages more than 200 volunteers through boards, committees, and advisory groups
- [45 core staff members](#) augmented with contracted, part-time staff on special projects and research activities

The President is responsible for building the Community Foundation for Southeast Michigan and for identifying and executing on opportunities to create positive impact in the region. As such, the President provides overall leadership and direction to the organization and oversight of its programs, operations, and investments. As the primary relationship builder across the region and nationally, the President will continue the organization's legacy of exceptional donor service and will strategically pursue new donors to secure the resources required to support the Foundation's future strategies. Internally, the President will be an effective organizational manager, ensuring that the organization achieves successful results and further strengthening and mentoring a team of highly engaged, committed, and talented professionals. The Community Foundation plays a critical role in Detroit and in Southeastern Michigan, and the President is expected to be a voice and leader on the region's most complex and critical issues and to convene influencers, donors, and policymakers around important priorities.

### KEY RELATIONSHIPS

**Reports to** Board of Trustees

**Direct reports** Vice President, Finance  
Vice President, Program  
Vice President, Philanthropic Services  
Vice President, Marketing & Communications  
General Counsel  
Executive Director, New Economy Initiative  
Director, Greenways Initiative  
Director, Governance & Operations  
Director, Human Resources  
Information Systems Officer

### KEY OBJECTIVES

- Drive the strategic vision and plans for the Community Foundation, in partnership with the Board of Trustees and staff, ensuring continued excellence that expands the impact of the Community Foundation across the Southeast Michigan region.
- Advance the culture of philanthropy and enhance fundraising by deepening relationships with donors and partners while continuing to build the processes, systems, and structures to support a comprehensive development operation for the long-term. Raise both unrestricted endowment funds and meet donor intent and interests as necessary.
- Support the Board of Trustees and related boards and advisory committees to deepen commitment and fulfillment while ensuring good governance and fiduciary responsibilities.
- Build upon the Foundation's strong relationships with constituents across the entire region and galvanize collaboration among stakeholders, inspiring them to action.

- Recruit, develop, and retain a highly committed and qualified staff, driving high levels of employee engagement and teamwork, and promoting transparency, trust, and accountability within the organization.
- Create an inclusive workplace environment with measurable goals that track where the organization stands on its commitment to diversity, equity, and inclusion.
- Drive innovation in response to an unpredictable and ever-changing world. Catalyze the Community Foundation's ambitious mission, address emergent needs of the Southeast Michigan community and develop creative initiatives that have a lasting impact.

The President role is a unique opportunity to drive sustainable community change and improve the lives of people in Southeastern Michigan. Guided by a commitment to the Community Foundation's mission and values, the President will be a skillful and thoughtful leader who excels at convening and partnering with a diverse range of stakeholders across the region. A compelling spokesperson who can articulate the priorities of the Foundation and drive its strategy in an inclusive manner for all the communities it serves, the President will demonstrate a high level of executive energy combined with a willingness to share credit and public visibility. The President will be a trusted partner to the Board; an empathetic, decisive, and transparent leader to the team; and an impact-oriented influencer and thought leader within the community.

## **IDEAL EXPERIENCE**

Experience as a leader or senior member of an executive team with accountability for organizational management and success managing change and growth

Proven fundraiser with the ability to cultivate major donors and build an effective development function within an organization

Demonstrated ability to build a strong and healthy organizational culture that reflects an organization's mission and values

A strong commitment to diversity, equity, and inclusion and a track record of supporting action and progress in reducing inequities as a leader

Record of representing an organization to a wide range of audiences in ways that inspire confidence, engagement, and partnerships

Experience working with, or serving on, a board of trustees

A demonstrated sense of service and experience with and/or a passion for the issues of importance to the communities across Southeast Michigan

## **CRITICAL LEADERSHIP CAPABILITIES**

### **Strategic, Visionary Leadership**

- Works with the Board of Trustees to balance short-term objectives with long-term vision to drive the organization's strategic direction.
- Maintains an awareness of the challenges and opportunities facing the organization and the region and adjusts the Community Foundation's actions and approaches as appropriate.
- Creatively develops services, programs, and ideas that meet the needs of donors while positioning the Community Foundation for long-term impact.
- Challenges assumptions and conventional wisdom with specific, supported, thought leadership.

## Build Relationships, Partnerships, and Influence

- Demonstrates resourcefulness, creativity, and respectful persistence in forging relationships built on trust and long-term considerations.
- Incorporates best-in-class development processes that deliver sustainable and significant increases in philanthropic support.
- Articulates the Community Foundation’s mission and value proposition effectively and with passion.
- Connects with, listens to, and appropriately influences stakeholders from across the entire Southeast Michigan region including community members, donors, non-profit leaders, national and local foundations, and public officials.

## Leading People

- Engages and develops a talented staff whose expertise, passion and professionalism will drive continued expansion of the Community Foundation’s impact and influence.
- Creates an inclusive workplace environment that attracts, retains, and develops underrepresented talent to the organization.
- Develops an organizational infrastructure that provides support for team members, creating clear decision-making processes, and reinforcing independent and open communication among team members.
- Delegates strategic objectives to leaders and teams within the organization with clear and explicit intent building a strong sense of empowerment and shared responsibility across the organization.
- Holds the organization accountable for its commitments, providing clarity, fairness, and constructive feedback, and motivating team members to achieve their goals.,

## OTHER PERSONAL CHARACTERISTICS

- **Sense of Service:** This is a public charity organization, and the President is a public servant to the community. The individual must derive fulfillment, energy, and purpose through service to others.
- **Trust and Integrity:** The keystone of the Community Foundation is trust – trust in following donor intent, trust in the quality of its Board, and trust in underlying motivations and actions of leadership. The President sets the tone and must always display the highest integrity and embody the values of the Community Foundation.
- **Creativity:** While ensuring the fidelity of the operation, the President must also be highly creative in developing services and programs that meet the needs of the community and the donors. The growing scale of assets allows for evermore creativity going forward.
- **Commitment to Equity and Inclusion:** Across the seven counties covered by the Community Foundation, issues of equity and inclusion are deeply felt and need to be addressed. The economic divide continues to widen, and inequality based on race and ethnicity remains significant in communities large and small. The Community Foundation can and should play a leadership role to address racism and the “opportunity gap.”
- **Caring:** Those who work for the Community Foundation are there to make life better for others. Personal relationships matter and a successful President will take pride in building and maintaining deep, impactful relationships.

- **Competitiveness:** A underlying competitiveness to have the highest possible impact will be critical as the Community Foundation navigates a landscape that includes multiple options for donors including private-sector companies.
- **Impact Orientation:** This is an impact-oriented business; being driven to make sure every grant is the best use of dollars needs to be front and center in the President’s approach and mindset.

## **APPLICATIONS AND NOMINATIONS**

If you wish to submit application materials or nominate someone to serve as the next President of the Community Foundation for Southeast Michigan, please email [CFSEM@SpencerStuart.com](mailto:CFSEM@SpencerStuart.com).