



## The California Endowment President and CEO Search Request for Proposal

The California Endowment (TCE) seeks to retain a consultant, firm, or organization to assist the Board and staff to recruit and hire the organization's next President and CEO. The Board has authorized its Executive Committee to guide the leadership search and transition process. This RFP outlines the expectations and timeline for the scope of work. The selected firm will possess experience conducting successful and broadly inclusive executive searches for corporations, private non-profits and state and nation-wide foundations. We look forward to working with the firm to attract an exceptional, diverse set of candidates from which to select our next executive leader.

### About The California Endowment

TCE was founded in 1996 when Blue Cross of California acquired the for-profit subsidiary WellPoint Health Networks and was endowed with the funds and the mandate to ensure health and justice for all. The foundation has grown to be the largest health foundation in the state, with over \$3.8 billion in assets, and granting \$175 million a year to community-based organizations in California.

### Our Mission

TCE's mission is to expand access to affordable, quality health care for underserved individuals and communities and to promote fundamental improvements in the health status of all Californians.

### Our Vision

We envision a California that leads the nation as a powerful and conscientious voice for wellness, inclusion, and shared prosperity...

- Where California invests in the wellness of all and assures meaningful opportunities for all, particularly the next generations, and those who have been excluded from opportunity because of discrimination, marginalization and stigmatization;
- Where there is racial truth and reconciliation, justice and healing;
- Where public institutions are responsive to, and reflective of, the will of all the people;
- Where all have voice, and are empowered to participate in a robust democracy;

- Where the talent and genius of all young people are no longer left on the sidelines, but are central to the state's future;
- Where health destiny is not determined by a person's ZIP code;
- Ultimately making California the nation's healthiest state, and a model that fulfills America's true promise of equality and justice for all people.

## Our Strategy

With smart grant making—which we call “change making”—good leadership, and people power, we believe we can make the state of health in California better for all. Guided by a board of 18 Directors and supported by a staff of about 140, the foundation has awarded more than 22,000 grants totaling over \$2.9 billion since its inception. TCE's grant making is guided by our three bold ideas: People Power, Reimagining Institutions and a 21st Century Health System for All. These ideas direct our focus areas: Health Systems, Inclusive Community Development, Justice Reinvestment, Power Infrastructure, and Schools.

As our community partner grantees continue to build power and organize for health and racial justice, we are as a health foundation, fully operationalizing our values and commitment to anti-racism. Advancing Racial Equity (A.R.E.) is The Endowment's commitment to becoming an anti-racist health foundation; it is our organizational transformation to hold a mirror to ourselves, to interrogate our practices and embody anti-racist culture in all aspects of our operations and grantmaking.

TCE hopes to continue to develop and implement the recently completed strategic framework. We seek an individual who can bring new skills that will enhance TCE's impact and see even more possibilities to leverage our assets and experience.

TCE has had two leaders in its history; the current having served for over two decades with plans to retire in the summer of 2024. To learn more about TCE, its history, and impact visit <https://www.calendow.org/>.

## This Search

The Executive Committee, in partnership with the Board of Directors and Executive Team, has been working for many months to develop a shared point of view about the characteristics, skills and experiences important for the next leader to possess. This work has been informed by extensive stakeholder engagement, both with staff inside the foundation and with our many partners and grantees across the state. We expect that the search process will build off the work that has been completed, as our search partners help to build out and refine the job profile.



## RFP Selection Process Timeline

**Proposals are due April 3, 2023 by 5:00PM PT, with a preferred start date in June 2023. Proposals must be sent electronically in a single PDF file to Chief of Staff Kate Kendell at [kkendell@calendow.org](mailto:kkendell@calendow.org).**

- March 6, 2023: RFP Released
- April 3, 2023: Applications due
- April 12, 2023: First review
- April/May 2023: Interviews
- May 31, 2023: Final firm selected and awarded
- June 2023: Proposed start date

## Overall Process Timeline

- ✓ August 2022: Launch succession and leadership transition process
- ✓ September 2022 – March 2023: Stakeholder engagement
  - April-May 2023: Select search firm partner
  - June 2023: Finalize job profile and launch search
  - November – December 2023: Consider President and CEO finalists
  - February 2024: Select next leader of TCE
  - January – March 2024: Executive Committee to develop transition plan
  - April – August 2024: Implement transition plan
  - August 2024: Next leader of TCE to attend first Board meeting

## Scope of Work

- 1. Recruitment and Evaluation of Candidates:** Advise TCE on a recruitment and evaluation approach, established timing requirements, including a recommendation for a compensation strategy that facilitates the successful recruitment of a President and CEO who meets the qualifications and expectations of TCE and its stakeholders.
- 2. Stakeholder Input:** Use stakeholder input from our consulting partner, and gather additional input as needed to formulate the search criteria, search plan, and the profile of an ideal candidate to guide recruitment and evaluation, utilizing a variety of channels that are appropriate for each stakeholder audience.
- 3. Marketing the Position:** Work with the Executive Committee to facilitate processes related to the search through the preparation and distribution of materials and advertisements necessary to effectively recruit a diverse pool of highly qualified applicants.
- 4. Screening Applicants:** Screen all qualified applicants to highlight those most likely to be successful in the position, conduct appropriate reference and background checks, and coordinate and facilitate the on-site or remote interview process of the most highly qualified candidates.
- 5. Evaluation of Applicants and General Support:** Assist the Executive Committee in the evaluation of finalists and the performance of the applicants through the interview processes, prepare reports and be available for meetings of TCE Board of Directors, as needed.

## RFP Submission Requirements

### Proposals should include the following:

- 1. Organization Description:** Brief history and summary of your firm and expertise. Please provide a full or partial list of similar searches your firm has conducted in the last three years.
- 2. Recruitment Approach:** Please tell us about the process you would go through to find a successful candidate for TCE. Detail how you will accomplish the above scope of work, including a clear delineation of what we should expect the firm to be responsible for and what you expect from TCE. Include:
  - Networks or sources you are able to access on behalf of this search,
  - Experience of work in California or the West coast, and
  - Experience working with a foundation and/or nonprofit the size of TCE
- 3. Advancing Racial Equity and Inclusion Commitments:** TCE is committed to advancing racial equity and inclusion and is seeking to partner with a firm that also has a demonstrated commitment to equity and inclusion. Please include information regarding the following:
  - The racial/ethnic, gender, and sexual orientation diversity of your firm's board/ownership, leadership, staff, and project team;
  - Your firm's practices and certifications that support racial equity and inclusion; and
  - Your practices as a firm to successfully recruit, attract, and place a diverse candidate pool. Please also share how your firm has been innovative and creative in the recruitment process to recruit, attract, and place racial/ethnic, and other diverse leaders in and outside of philanthropy.
- 4. Current Challenges:** Please comment on how emerging shifts in the landscape of health equity, racial equity, social justice and/or philanthropy might inform our search for visionary leadership.
- 5. Staff Profiles:** Provide profiles of the firm member(s) who would lead the search and any other staff that would be involved in the process.
- 6. Proposed Timeline:** In order for the Board to select the next President and CEO by February 2024, please share an estimate of the start and end dates for each phase of the search process, including meetings with key stakeholder groups (keeping in mind the extensive work that has already been accomplished to date).
- 7. Conflict of interest:** Describe any conflict of interest you or your firm might have, including affiliations with other organizations. If conflicts exist, please identify policies to manage potential conflicts.
- 8. Budget:** Share the proposed cost, along with a narrative description of what is included in this cost. If "search-related expenses" are a line item, please define what those expenses might be.
- 9. References:** Please provide at least two references for:
  - Recent (within the past 12 months) President and/or CEO placements. Please provide contact information for the executive as well as the chairperson of the search committee.

## Evaluation Criteria

### All proposals will be evaluated based on the following key criteria:

- Performance capability—the extent to which the proposal demonstrates the firm's ability to provide the depth and breadth of experience, skills, knowledge and creativity generally required by this search.



- Understanding of and commitment to TCE’s mission, vision, values, programs, and strategic objectives.
- Demonstrated experience with similar-sized private nonprofit organizations.
- Completeness and quality of response, including clear deliverables and reasonable approach.
- Proposed cost and timeline.
- References.
- Preference will be given to firms with a demonstrated commitment to advancing racial equity and who have worked with a diverse board.
- Top-rated candidates may be invited to interview with the Committee. The selected consultant and TCE will then mutually negotiate final conditions including scope of work, compensation, and performance schedule.

