



Position Specification

The California Endowment (TCE)

President & Chief Executive Officer (CEO)

2023-2024

POSITION SPECIFICATION

Position	President & CEO
Organization	The California Endowment (TCE)
Reporting Structure	Board of Directors
Location	Los Angeles, CA
Website	https://www.calendow.org/

ABOUT TCE



History: The California Endowment (TCE) is a private, non-profit, statewide foundation that works to make California a healthier place for all. TCE was created in 1996 when Blue Cross of California acquired the for-profit subsidiary WellPoint Health Networks. Today, with more than \$3.8 billion in assets, The Endowment is the largest private health foundation in the state; its headquarters are in Los Angeles, and it has regional offices in Oakland, Sacramento, Fresno, and San Diego.

Every day, The California Endowment and our community partners seek ways to improve the health and well-being of all Californians and to dismantle systems that thwart racial equity and justice.

Since its inception, the Endowment has awarded more than 22,000 grants totaling over \$2.9 billion to community-based organizations throughout California. TCE also conducts direct charitable activities at its Centers for Healthy Communities in L.A., Oakland, and Sacramento, which welcome thousands of community members at hundreds of conferences and meetings each year.

Our Mission: The California Endowment’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.

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.

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.

Working with community partners, we will make California the nation's healthiest state and a model that fulfills America's true promise of equality and justice for all people.

To achieve health and racial equity in California, TCE invests across the state in three broad areas:

 <p>People Power</p> <p>Developing young and adult leaders to work intergenerationally to raise up the voice of marginalized communities and promote greater civic activism as essential building blocks for an inclusive, equitably prosperous state.</p>	 <p>Reimagined Public Institutions</p> <p>Transforming our public institutions to become significant investors in, and champions of, racial and social equity, and in the healthy development and success of young people for generations to come.</p>	 <p>A 21st century "Health for All" System</p> <p>Ensuring prevention, community wellness, and access to quality health care for all Californians.</p>
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In 2022, TCE made community investments of roughly \$167 million in the form of 973 grants to 643 organizations. *Learn more about TCE's recent work here: <https://www.calendow.org/annual-report/>*

Supportive Leadership Strategies. The Board and CEO have partnered in recent years to advance strategic investments in service of health and racial equity including internal efforts to undertake an organization-wide Advancing Racial Equity journey, expand our Impact Investing portfolio, and undertake an unprecedented \$300 million Social Bond Fund to support and sustain key nonprofit organizational infrastructure.

Racial Equity:

The California Endowment is committed to becoming an anti-racist healthcare foundation. A core organizing principle of American society has been, and remains, anti-Black racism and Indigenous erasure. The lack of universal healthcare and childcare, wildly variable public education funding and quality, the lack of adequately subsidized post-secondary education, draconian mass incarceration policies, segregated and disinvested neighborhoods, and voter disenfranchisement, all have a through-line that flows from the genocide of Native Americans and the enslavement and fundamental dehumanization of Black people in this country. Centering anti-Blackness and Indigenous erasure in our work is a strategy designed to identify and target the root causes and structural drivers of inequity that have poisoned and eroded the health of Black, Indigenous, Latino, Asian and Pacific Islander, LGBTQ+, and White Americans. TCE holds itself accountable as an organization to advance racial equity and emerge as fully anti-racist in its work.

TCE's Board of Directors is committed to journey towards racial equity and inclusive transformation through intentional learning, immersion experiences, and self-examination. Through these efforts the Board seeks more tangible racial equity and justice advancement in Board policymaking, grant making, board development and succession planning. TCE's staff has embarked on a transformational practice of Somatic Abolitionism with the goal of creating the conditions necessary for an anti-racist culture. A strong commitment to our anti-racist journey will be essential for a successful CEO candidate.

Social Determinants of Health

TCE understands that health encompasses so much more than access to health care. Over the years we have come to understand that many factors impact a person's health and well-being. Over our 10 years embedded in community, through our Building Healthy Communities initiative we learned countless valuable lessons which can be summed up, in part as **ABC**, Agency, Belonging, and Changed Conditions. **Agency**, which operates at the individual and community level, is a concept which translates best as control over destiny. At TCE, we refer to this as "people power" and it incorporates adult and youth power and is central to our health equity work. **Belonging** is a sense of being seen and heard and considered in your full humanity. Belonging is the opposite of racism and other "isms". Belonging is the feeling that your group's culture, history and contributions are known and valued. The "C" of ABC is **changed Conditions**. The conditions needed for health are those that foster and enhance opportunity. For low-income children and families, opportunity is disproportionately shaped by key societal institutions such as schools, neighborhoods, and health, and criminal justice systems. Transforming those opportunity conditions requires policy and systems change.

Impact Investing:

The California Endowment is committed to utilizing its investment capacity in alignment with its mission and values. Through our commitment to impact investing, we seek to use our power as investors to provide strategic capital that lifts up vulnerable and disinvested communities in California and supports a world where capital is aligned with our mission and values.

As part of that ambition, we are focused on addressing the historical and ongoing racial inequities in this country that have created barriers to opportunity and economic inclusion. Our Impact Investing toolkit includes Program-Related Investments and Mission-Related Investments, as well as impact considerations applied to investment assets, including the use of diverse managers.

TCE began using its investment assets to deliver both financial and social returns over a decade ago, with an allocation of \$250 million to Impact Investing, with \$139 million committed. This commitment consists of \$100 million in PRIs and \$39 million in MRIs to date.

Learn more about TCE's Financials here: <https://www.calendow.org/financials/>

Social Bond Fund: In 2021, The California Endowment issued a \$300 million bond. Proceeds from this bond will be committed through 2024 and invested over the next decade to support innovative grantmaking to advance racial justice and health equity in California by funding People Power, Reimagined Public Institutions, and a 21st Century "Health for All" System. Social Bond investments include housing and community services development on TCE property in Los Angeles and infrastructure for power-building.

Learn more about TCE's Social Bond here: <https://www.calendow.org/bonds/>

ABOUT THE POSITION

The President and Chief Executive Officer (CEO) is responsible for the leadership and management of The California Endowment, including contributing to and implementing the Endowment's strategic framework and priorities and championing the Endowment's mission to improve the health status of all Californians. The President and CEO oversees the Endowment's grantmaking, programs, and partnership activities, oversees and manages operations and staffing, serves as an ambassador for the Endowment in various public settings, and is a dedicated member of the community.

The President and CEO strives to build a culture of equity, inclusion, learning, collaboration, transparency, and mutual support among the Board and Staff. The President and CEO will uphold The California Endowment's values of equity, power building, and social justice both internally and externally through its grantmaking and partnerships.

In partnership with the Board and Staff, the President and CEO works to ensure The California Endowment fulfills its mission, operates within high ethical and social standards, responds with agility to evolving conditions and environments, and has the systems and processes to monitor The Endowment's effectiveness in achieving its goals.

Key Relationships:

Reports to:

- Chair of the Board and The California Endowment Board of Directors

Direct Reports:

- Chief of Staff
- Executive Vice President/General Counsel

Leadership Team (report to Chief of Staff with dotted line to CEO):

- Chief Financial Officer
- Chief Human Resources Officer
- Chief Investment Officer
- Senior Vice President – Programs & Partnerships
- Chief Communications Officer

Other Key Relationships:

- Total Endowment Staff (~140)
- Community Leaders and Grantees
 - Community Non-Profits
 - Cultural Organizations
 - Foundations
 - Local and State Officials
 - Community and Public Health

**It is understood and expected that the new President & CEO may adjust or modify the reporting relationships to suit his or her leadership needs*

WHAT WE'RE LOOKING FOR

Preferred qualities, experiences, knowledge, and interests:

- A courageous and visionary thought leader with demonstrated commitment to anti-racism, inclusion, and social justice, and a comprehensive understanding of the link between racial equity and health equity, and other social determinants of health.
- A deep understanding of the needs of different communities and geographic localities across the state of California, including rural communities, communities of color, and immigrant populations, as well as both public and private institutions in California.
- An acknowledgement of and support for the role of trust-based philanthropy in advancing change and promoting racial equity, health equity, and social justice.
- Understanding of or strong appreciation for the importance of power building and systems change work, narrative change, and a commitment to funding power building initiatives.
- Strategic leader with demonstrated track-record of impact.
- Excellent communicator who can effectively share a deep passion for TCE's mission, elevate grantee partners, and forge successful partnerships across philanthropy, government, and community organizations.
- Demonstrated success leading and building both a leadership team and fully engaged employees who are collaborative, effective, and embrace and embody TCE values.
- A working knowledge (or ability to learn quickly) of public health and health care delivery systems in California, particularly those serving marginalized populations, and unmet needs and strategies for health system improvements and reforms.
- Successful experience working in partnership with a Board of Directors.
- Demonstrated success and ability to build trust and cultivate authentic relationships with diverse stakeholders, both internally and externally.
- Humility. Leads in service to others and able to influence and create impact at the state and community level.

COMPENSATION

This position offers a competitive salary and includes a comprehensive benefits package. We actively welcome all candidates from a wide range of backgrounds who have the skills to fulfill this role – regardless of compensation history.

Anticipated compensation range: \$650,000-\$800,000.

TO APPLY

To apply, please include your resume and a short expression of interest addressed to the Korn Ferry team at TCE@kornferry.com for consideration.

Research demonstrates that strict qualifications and requirements can be a deterrent for qualified candidates to apply and can perpetuate gender, racial, socioeconomic, and other background disparities. The TCE Search Committee is conducting an inclusive and equitable search and is interested in meeting candidates with various compositions of experience. We actively welcome all candidates from a wide range of backgrounds with some combination of the professional experiences, values, and skills outlined in this position specification.

KORN FERRY CONTACTS

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