

Request for Proposal

The California Endowment
1000 North Alameda Street
Los Angeles, CA 90012
www.calendow.org

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I. Who We Are: The California Endowment

The California Endowment (TCE) is a private non-profit foundation created in 1996 as part of the conversion of the non-profit Blue Cross of California to the for-profit entity, WellPoint Health Networks. 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. TCE is California's largest private health care endowment with \$4 billion in assets and focuses on the social determinants of health and racial equity as key drivers of health and well-being. TCE envisions California leading the nation as a powerful and conscientious voice for wellness, inclusion and shared prosperity.

TCE has regional offices in Fresno, Los Angeles, Oakland, Sacramento, and San Diego.

II. Request for Proposal

This Request of Proposal (RFP) seeks proposals from firms with a demonstrated understanding of foundation governance and leadership development to support TCE's Board of Directors' (Board) identification and selection of new board members that align with its mission and strategic goals. TCE has a strong commitment to diversity, equity, and inclusion as well as innovation. As such, in its evaluation of RFP submissions, TCE asks that each proposal provide specific examples that evidence cultural competence and proven track record of recruiting and attracting candidates with diverse perspectives, backgrounds, experiences, skills, and capabilities. Proposals that clearly articulate examples of innovative thinking and/or ability to successfully adopt non-traditional approaches to recruitment to match candidates with mission will be prioritized.

Desired Budget: \$40,000- 50,000 per candidate.

III. Requirements for RFP Submission

All RFPs must include the following:

1. Firm Background
 - a. History, mission, and values.
 - b. Organization chart.
 - c. Philosophy and experience utilizing innovative methods to recruit and attract candidates with diverse backgrounds, perspectives, capabilities, skills, and experiences.
 - d. Examples of relevant work (e.g. placing candidates on boards of directors and non-profit/philanthropic sector work).
2. Team and Expertise
 - a. Biographies of key personnel/subject matter experts.
 - b. Identify proposed to project lead(s).
 - c. Identify which team member(s) will be assigned by task(s).
 - d. Primary contact.
3. Approach and Detailed Scope of Work

- a. The firm's philosophy for working with foundations/within the philanthropic sector for board-level searches, highlighting its knowledge/understanding of health care/policy, community-based organizations, California, and TCE's mission and values.
 - b. The firm's understanding of TCE's commitment to addressing the social determinants of health and racial equity as key drivers to well-being - It will be helpful to highlight any practices the firm has to recruit and attract candidates with diverse lived experience akin to the individuals and communities TCE serves.
 - c. The firm is expected to demonstrate a clear, intentional approach to sourcing a diverse and inclusive candidate pool that reflects the communities we serve and the values of the organization. Proposals should describe how the firm proactively engages, and expands outreach to candidates from historically underrepresented backgrounds, beyond relying on existing networks. This includes describing the methods used, progress at key stages of the process, and how results are communicated to the nomination committee.
4. Conflict of Interest
- Disclose any conflicts of interest the firm or individuals within the firm may have with organizations or entities the firm intends to utilize during the search process, TCE staff or existing Board members, or organizations similar to TCE. Note, the existence of a conflict will not necessarily prohibit firm selection.
5. Budget
- Transparent pricing structure, listing hourly or fixed rates and any available add-on services.
6. References
- a. At minimum of 3 references. It is preferred that the references are all or at a minimum, including 2 current or former clients from the non-profit/philanthropic sector for whom the firm has delivered similar services.
 - b. For each reference, please provide the following information about the client organization:
 - i. Organization name;
 - ii. Contact person's name and title;
 - iii. Contact person's email address and phone number;
 - iv. Description of services provided;
 - v. Project duration (start and end dates); and
 - vi. Summary of outcomes or results achieved.

RFP Maximum Length: 25 pages (inclusive of exhibits), if links are included, please consider the length of the information at the link part of the 25-page, page limit.

IV. Scope of Work

The selected firm will be expected to provide the following services:

1. Board Assessment
 - a. Review current Board composition and identify gaps.
 - b. Meet with the Nominating Committee and key members of TCE leadership to determine Board needs, priorities, and desired qualifications (e.g. legal, finance, philanthropy, lived experience, public policy, etc.).
2. Recruitment Strategy
 - a. Develop recruitment strategy, timeline, and materials.
 - b. Ensure recruitment is aligned with TCE's mission and values.
 - c. Design a process to announce openings on TCE's Board, while contemporaneously accessing candidate confidentiality needs and timing to divulge the identity of TCE.
3. Candidate Identification
 - a. Conduct outreach to potential candidates.
 - b. Source and vet qualified candidates aligned with organizational mission and values, and needs based upon gap analysis and TCE priorities.
 - c. Leverage networks, platforms, and community channels.
 - d. Co-Create a mission alignment roster with the Nominating Committee.
4. Interview, Selection and Onboarding
 - a. Facilitate candidate interviews and manage the selection process with guidance from the Nominating Committee.
 - b. Partner with the Board to refine the onboarding process for new Board members including but not limited to designing a structured onboarding plan that includes orientation sessions and supporting materials.

Please be advised that TCE will require a guarantee from the firm awarded with this project that the firm will recruit and replace any placed candidate(s) that are unsuccessful, other than due to TCE's misconduct, within their first 12 months of Board service.

V. TCE Board Background

1. Composition & Term

TCE's Board of Directors must consist of a minimum of 15 and a maximum of 25 members, including the Chief Executive Officer, who serves as a Board member. Directors other than the CEO may serve up to 3 consecutive three-year terms, for a maximum of 9 years. A Board member who has served three successive 3-year terms is ineligible for re-election to the Board for a period of 3 years. The current TCE Board collectively brings diverse expertise across public health, medicine, community organizing, education, philanthropy, finance, and nonprofit leadership, supporting TCE's mission to advance health equity.

2. Officers

TCE's officers are the Chair of the Board, the Vice Chair of the Board, the CEO, a Secretary and a CFO. Annually, the Board elects a Board Chair and Vice Chair, each serving 1-year terms and limited to no more than 3 terms in those roles.

3. Meetings & Committee Service

The full Board meets quarterly. Typically, 3 times in person and once virtually. Additionally, TCE's Board includes an Executive/Compensation Committee, Audit Committee, Nominating Committee, Governance Committee, Investment and Finance Committee, and a Learning and Performance Committee. Committee Chairs serve 1-year terms, which are typically renewable. Committees meet as outlined within their respective charters.

4. Compensation

Board members are reimbursed for travel expenses, and additional compensation is provided to the Board Chair, Vice Chair, and Committee Chairs in recognition of their added responsibilities.

VI. Required Qualifications for Board Members

TCE has established criteria for Board membership.

An ideal candidate to be nominated as a director to serve on TCE's Board will:

- Be an accomplished leader within healthcare, nonprofit, corporate, academic, government, or other sectors that bring vision, strategic insight, innovative leadership, and sound judgment to the role.
- Demonstrate a strong commitment to TCE's core values, including the vital importance of diversity and inclusion in advancing health equity, addressing the needs of both rural and urban underserved populations in California, and acknowledging the essential role of community driving health improvements.
- Possess the ability to serve a visible, engaging, collaborative, objective, and trusted partner alongside fellow Board members, staff, and community-based stakeholders.
- Being a collaborative team player capable of building strong relationships and working effectively within a respectful, cohesive, and support group environment.
- Possess excellent interpersonal skills, with the ability to listen attentively and contribute openly and honestly, fostering an atmosphere where a broad range of Board issues can be identified, discussed, and resolved.
- Recognized for their personal integrity, high ethical standards, sound judgment, tact, and diplomacy.

Director Accountabilities:

- Demonstrate a strong commitment to TCE's core values, vision, mission, and grant-making programs.

- Provide Board with diverse perspectives, backgrounds, experiences, skills, and capabilities essential for effectively guiding and overseeing TCE’s programs, operations, and asset management.
- Dedicate the necessary time and effort to fulfil governance responsibilities as Directors.
- Adhere to the Bylaws, policies, and established standards of conduct.
- Engage and collaborate with fellow Directors, senior management and staff in a manner that is collegial, respectful, and constructive.

VII. RFP Submission Instructions and Questions

All proposals must be submitted in one PDF formatted document via e-mail to the contacts listed below and received by **03/09/2026 at 4 p.m. PST**.

Contact Information:

Nancy Nunez
Board Engagement & Business Operations Partner
nnunez@calendow.org

Mynor Veliz
Chief Operations and Finance Officer
mveliz@calendow.org

The subject line of the submission emails shall be formatted as follows:

“RFP – Board Recruitment Consultant – *[Firm Name]*”

It is the sole responsibility of the firm submitting the proposal to ensure that their proposal arrives on time.

TCE reserves the right to reject any proposal in whole or in part and to waive minor informalities to the extent permitted by law.

Questions or requests for clarification regarding the RFP shall be submitted no later than **02/13/2026** in writing via e-mail to the Contacts provided above. Responses to timely received questions regarding this RFP will be aggregated and posted on **02/20/2026**.

VIII. Timeline

Activity	Date
RFP Issued	02/09/2026
Last Day for RFP Questions (1 p.m.)	02/13/2026
Responses to Questions Issued	02/20/2026
Proposals Due (4 p.m.)	03/09/2026
Interviews with Finalists	05/12/2026

Notification of Award	08/26/2026
Agreement Negotiation	08/26/2026 – 09/09/2026
Work Commences	09/14/2026

Please note that timeline may be extended following the submission deadline due to high applicant volume.

IX. Selection Process

1. Review Process

A Review Committee consisting of a group of TCE Board members, staff and leadership will evaluate the written proposals. In addition to the proposal, the Review Committee may consider all publicly available information.

2. Evaluation Criteria of Written Proposals

TCE will consider the following when evaluating the proposals:

- Assessment Methodology, Experience, and Track Record – Strength and effectiveness of the tools used to assess candidates, including interviews, competency frameworks, behavioral indicators, reference checks, and alignment with organizational mission.
- Approach to Board Member Identification – Quality, rigor, and transparency of the process used to identify potential candidates, including the use of professional networks, research methodologies, lived experience within underserved communities, and demonstrated alignment with TCE’s mission.
- Understanding of Nonprofit Governance and Customization to TCE Needs – Demonstrates a nuanced understanding of nonprofit governance and management, and board culture, ensuring effective board member selection and guidance.
- Diversity, Equity & Inclusion – Intentional and credible approach to building boards that are inclusive and embrace diverse perspectives, backgrounds, experiences, skills, and capabilities.
- Project Team & Capacity – Qualifications of lead consultant and staff assigned, role clarity, capacity/availability, and continuity.
- Other – Budget and references.

X. Presentation and Interview Process

The Review Committee, within its sole discretion, may invite several firms to provide a presentation to and be interviewed by the Nominating Committee on 05/12/2026, at TCE’s Los Angeles office.

XI. Selection and Negotiation

The selected firm will be presented to the full Board of Directors for approval.

Upon selection, TCE will invite the selected firm to negotiate the terms and conditions that will govern the independent contractor relationship of the parties (e.g. scope of work, compensation, and performance schedule).