



## Position Specification

Tides

Chief Partnerships Officer

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### Our Client

Headquartered in San Francisco, California, Tides is a philanthropic partner and nonprofit accelerator dedicated to building a world of shared prosperity and social justice. The mission of Tides is to accelerate the pace of social change, working with innovative partners to solve today's toughest problems. It sits at the nexus of funders and changemakers, with an unparalleled view across the social change ecosystem that allows Tides to take smart risks and drive impact at scale.

Tides envisions a world of shared prosperity and social justice founded on:

- Equity and human rights
- Sustainable environment
- Quality education
- Healthy individuals and communities

Founded in 1976, Tides is comprised of five separate legal entities: Tides Network, Tides Center, Tides Foundation, Tides Two Rivers Fund, and Tides Inc. Tides Network is the parent organization, employs the majority of the staff and provides service to their various partners. Tides Two Rivers Fund and Tides Inc. operate the two Tides Converge Centers in San Francisco and New York. In 2018, Tides' consolidated revenue totalled \$548 million. The Tides organization has over \$438 million in assets under management and a commitment to a 100% Impact Investment Portfolio. Tides Network includes 119 total staff; 70 of which are unionized (and Tides' clients total an additional 946 individuals).

Tides Network supports its partners by providing executive leadership, staffing resources, financial management, legal and risk compliance, communications, and administrative services. Tides' impact solutions include philanthropic giving and grantmaking, impact investing, fiscal sponsorship and acceleration services for social ventures, collaborative workspaces, collective initiatives, and advocacy services for policy change.

Tides is dedicated to fostering diversity and inclusion within its workplace. The organization seeks team members who represent a wide range of backgrounds and beliefs; furthermore, it welcomes diversity of thought and experiences. Tides is committed to assembling a diverse and inclusive staff and Board of Directors, with a commitment to excellence in client service and social impact. It is an organization that builds bridges between communities, networks, and concepts.

Tides seeks a leader that will speak truth to power structures and actively work towards solutions in addressing systemic racism and the COVID-19 pandemic. At Tides, they work with those whose lives are most affected, and they operate at scale, lifting up — and finding common ground — between different sectors, communities, and cultures. As COVID-19 continues to touch almost every corner of the globe, Tides has already processed over \$38 million in rapid response grants directly related to the pandemic.

Tides is at an exciting juncture having made various transformational investments over the last several years to prepare the organization to scale up its work, client base and impact. The newly created Chief

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Partnerships Officer role will draw upon this momentum and help bring Tides into to its next stage of growth and impact.

### **The Role**

The Chief Partnerships Officer is a new, critically pivotal role on Tides executive leadership team reporting into the Chief Executive Officer and responsible for leading Client Relationships and Services; Strategic Partnerships and Special Initiatives; Revenue; Marketing and Communications; and Impact Model Outcomes. This individual will lead a cross functional team of 40 with 6 direct reports including Directors of strategic partnerships, social ventures, special initiatives, philanthropy, corporate partnerships, and marketing and communications. They will ensure these essential teams are highly coordinated and aligned, resulting in enhanced client and partner relationships and subsequent impact. This new position provides new and much-needed elevated, coordinated, and strategic leadership on all Tides client relationships (the backbone of our work), as well as broader external relations and client services leadership at the C-suite.

This individual will lead business development at Tides in two primary areas: growing and deepening engagement with (1) Tides donor base (individuals, foundations, and corporations) for donor-advised funds and other charitable giving vehicles and (2) the number of projects that are fiscally sponsored by Tides. This role will be instrumental in devising and executing Tides' business development strategy, including efforts to expand into existing and new client segments. This leader will also add capacity for "Fundraising" to the department and determine appropriate structure for this function. They will define and align revenue targets and segment strategies in support of financial sustainability; including clear metrics and goals for Senior Advisors to contribute to development/fundraising with current and referral clients.

This individual will be tasked with improving collaboration and communication across the client segment teams to both expand and deepen client relationships and to help clients leverage the full range of Tides services. They will instil shared criteria and metrics for vetting Tides partners and measuring results as well as developing a structure to ensure delivery of consistent, quality client care. As a result, Tides client advisors will have expanded capacity (through training, new hires, and/or other investments) to serve partners and clients, meeting consistent baseline standards. The Chief Partnerships Officer will also work with the heads of the Legal, Finance, Grants and Human Resources teams to enhance business development focus within those departments.

The Chief Partnerships Officer also oversees Tides marketing, communications, and public relations teams and efforts. Tides has completed a rebranding effort and is rolling out the new brand, positioning and website, and has an expanded Communications team. This individual will elevate Tides' impact model language and vision of success across the entire network, internally and externally. This individual will bring innovative marketing strategy to elevate the organization and increase media, thought leadership and convening capabilities. They will have experience developing and rolling out high-impact online and printed marketing materials that support the organization's newly refreshed brand and positioning. They will ensure that all activities meet the highest standards of ethics, reflect the

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organization's commitment to diversity in all aspects of its staff and its work, stay true Tides mission, and are aligned with its opportunity framework and underlying theories of change.

The Chief Partnerships Officer is the face of Tides externally, attending and presenting at meetings, including internationally, and is exceptional in communicating and relating in person, over the phone, and in writing. Lastly, this individual will play a significant role with the Board of Directors (Board) and serve as the main liaison to the External Relations Committee.

Essential Duties and Responsibilities include:

- Leads highly collaborative teams and strengthens cohesive work function across: Client Relationships and Services; Strategic Partnerships and Special Initiatives; Revenue; Marketing and Communications; and Impact. Supports and develops a team of highly skilled Directors and the subsequent teams that they lead. Builds trusting, collaborative relationships with all Tides departments: Human Resources, Finance, and Legal; also Operations areas of IT and IL.
- Assesses and prioritizes opportunities according to Tides vision, mission, and approach; strategic plan; Impact Model Outcomes and budget goals. Plays an instrumental role in developing Tides' new business development strategy, including increasing greater awareness of and engagement with Tides by existing and new client segments.
- Directly responsible for developing a strategy for acquiring new clients that are a fit with Tides' vision, mission, and approach. Leads sales process from client acquisition, assessment, pricing, and negotiating agreements to handoff. Improves coordination across Tides service offerings so clients are able to take better advantage of the full spectrum of Tides tools.
- Responsible for leading the marketing and communications efforts, including upgrading current marketing and sales materials. Works with the Communications team to develop and execute on a strategic framework for Tides thought leadership, publications and staff public appearances.
- Increases the frequency and quality of business development reporting within Tides (to the senior leadership and board). Manages upgrading of the Salesforce platform to support increased transparency and awareness and prioritization of the business development pipeline.

### **Candidate Profile**

Tides seeks a highly strategic, relationship-oriented, visionary leader to build on the current success of the organization and play a critical role advancing the mission.

The ideal candidate will have deep business acumen, external relations and experience selling donor advised funds or other charitable vehicles and/or in a development position at a nonprofit working with diverse donors, including individuals, foundations, corporations. They may have held leadership roles with an endowed foundation or other funder, and/or in business development for a fiscal sponsorship organization. Further, this individual will bring experience working with or engaging across multiple sectors and building trusted relationships with donors, activists, corporate leaders, community members and staff. They will bring deep skills in high-level consultative selling and a record of success in developing new client relationships and moving prospects to satisfied clients while holding firm to vision and mission.

This individual will also be experienced in developing, implementing and overseeing the implementation of internal processes and technical systems for tracking relationships, leads, and work flows and comfortable using various technical systems for lead generation/tracking, proposal development, internal communications, and task management (e.g., Salesforce).

They will exhibit solid judgment, critical thinking, and a sense of teamwork, and belonging. This individual will have had experience creating innovative ecosystems and driving real change. The successful candidate will possess demonstrated commitment to social change and ability to engage in strategic and analytical thinking around issues of shared prosperity and social justice. They will also bring an entrepreneurial drive to develop and build innovation pilots that show potential to increase impact in the social change field.

The Chief Partnerships Officer will be a pragmatic, action-oriented, entrepreneurial leader who is a self-starter, but brings depth of experience leading and working in complex, collaborative team settings. They will bring a high tolerance for uncertainty and the ability to thrive in an environment of growth and change. The successful candidate will be persuasive and able to craft a compelling and urgent narrative that cultivates support.

In terms of the performance and personal competencies required for the position, we would highlight the following:

**Setting Strategy**

- The ability to create and articulate an inspiring vision for the organization, not only for the areas they are directly responsible for, but the enterprise as a whole.
- 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 within the industry.
- 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.

**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 their 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.

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**Leading Teams**

- The ability to attract and recruit top talent, motivate individuals and teams, delegate effectively, instill trust, celebrate diversity within the team, work collaboratively, and manage performance; widely viewed as a strong developer of others.
- 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 their 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.

**Relationships and Influence**

- Naturally connects and builds strong relationships with others, demonstrating strong emotional intelligence and an ability to communicate clearly and persuasively.
- An ability to inspire trust and followership in others through compelling influence, powerful charisma, passion in their beliefs, and active drive.
- Encourages others to share the spotlight and visibly celebrates and supports the success of the team.
- Exhibits strong verbal and written communication skills, including presentation with clients and other stakeholders. A compelling presenter to groups and at conferences.
- Creates a sense of purpose/meaning for the team that generates followership beyond their own personality and engages others to the greater purpose for the organization as a whole.

**Contact**

Katie Nivard  
Russell Reynolds Associates  
101 California Street, Suite 4200  
San Francisco, CA 94111-5867  
Mobile: +1-781-690-5955  
katie.nivard@russellreynolds.com

Jamie Hechinger  
Russell Reynolds Associates  
1700 New York Ave., NW, Suite 400  
Washington, DC 20006-5208  
Direct: +1-202-654-7839  
jamie.hechinger@russellreynolds.com