



Position Specification

Tides

Chief Financial Officer

Private and Confidential

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 six separate legal entities – Tides Network, Tides Center, Tides Foundation, Tides Two Rivers Fund, Tides Inc. and Tides Advocacy (c4). Tides Network is the parent organization and employs the majority of the Tides 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 2020, Tides' consolidated revenue exceeded \$1.3 billion. The Tides organization has \$1 billion in assets under management and a commitment to an Investment Portfolio of impact. For more information visit: <https://www.tides.org/>

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 supporting policy change.

Tides is dedicated to fostering justice, equity, diversity and inclusion within its workplace. Tides 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. Tides 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 racial tension 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

In the Summer of 2021, Tides' current Chief Financial Officer, Judith Hill, who is a key leader during this period of transformation, will retire. In this context, Tides is seeking to hire a CFO who can successfully lead the organization through the next chapter of sustainable and continued growth.

The Role

An integral member of the executive leadership team and working in close partnership with the Chief Executive Officer, the Chief Financial Officer will provide strategic, financial, and operational leadership. The CFO is responsible for the areas of Finance, Impact Investments, Information Real Estate & Administration, Physical Security, and Information Technology throughout the Tides five consolidated organizations and one separate entity. Further, the CFO will manage and oversee activities in areas including departmental and organization policy development, investment management, accounting and reporting services (6 entities, 160 social enterprises and 350 funds), budgeting and planning, financial analysis, governance, financial operations improvements, and systems to support world class client service.

The CFO will report to the Chief Executive Officer and serve as a strategic thought leader, problem- solver, planner, and facilitator for the organization. S/he will be responsible for leading a staff of 60+ and managing seven direct reports. This individual will play a significant role with the Board of Directors (Board) and serve as the main liaison to both the Audit Committee and the Finance Capital Committee.

The successful candidate will advance and contribute to a culture of transparency, collaboration, and dynamic leadership in the organization. S/he will provide executive leadership across the organization, by leading, mentoring, and developing high-performing individuals and teams, to support the vision, mission and priorities of Tides.

Essential functions of the role include, but are not limited to:*Strategic Leadership*

- Provide financial leadership and execute on a strategic business direction that aligns financial, investment, technology, and real estate strategies.
- Ensure operational infrastructure and financial foundation advance Tides' mission by strategically enhancing financial performance, systems availability, and business opportunities.
- Partner with the Board's Finance Committee to set strategic goals, approve budgets, and manage other strategic matters.
- Report to the Board on the financial health of the organization.
- Contribute to, evaluate and advise on the impact of long-range planning, introduction of new programs/strategies and regulatory action.
- Inspire behaviors across the organization to achieve financial and strategic objectives.
- Establish and maintain strong relationships with senior executives, identify both their needs and client needs, and seek the full range of business solutions.
- Regularly monitor laws and regulations within the industry domestically and internationally, and strategically advise on adjustments in order to be responsive to future growth areas and marketing needs.
- Serve as a partner and resource to the Tides Advocacy organization on strategic and tactical financial matters

Client Impact Leadership

- Ensure client satisfaction for delivery of financial information to Tides broad client base including Tides Center and Tides Foundation.
- Collaborate with client facing services in the development, execution, impact measurement, and necessary course correction of financial services provided to partners.

- Lead development of new financial products and service that meet current and future needs of clients.
- Establish strong relationships with clients and develop an understanding of needs to steward changes (pricing, processing, etc.), furthering Tides overall strategy and growth.

Operational Leadership

- Enable efficiency of operations for a highly complex organization.
- Strengthen the organizational structure, systems, and business practices required to maintain momentum and ensure the organization is able to adapt to changing and disparate needs of clients.
- Direct and oversee all aspects of the Finance & Accounting, Impact Investments, Information Technology, and Real Estate and Administration functions of the organization.
- Play a key role in Risk Management, and plan develop, monitor, and mitigate enterprise risk; including handling of cybersecurity posture and threat mitigation along with cyber liability handling with IT leadership and Legal, Regulatory, and Compliance.
- Balance capabilities, cost, and service levels throughout the direct areas of responsibility and the organization in fulfillment of Tides' vision, mission and approach.
- Take an executive sponsor position to enterprise information systems solutions including the assessment, selection and implementation of software and ongoing development with IT leadership.

Management

- Manage the organization's financial, budgetary, accounting and investment practices, as well as its relationship with financial institutions, major funders and clients, vendors, investment managers, and other partners (i.e. Presidio Trust).
- Direct the organization's Real Estate and Administrative functions inclusive of lease (as landlord and as lessee), major purchase negotiations, and tax-exempt bond financing and related swaps.
- Assess and evaluate the financial performance of the organization and provide insight and recommendations for short and long-term sustainability and growth.
- Set and manage acceptable technology usage standards with IT leadership around data access handling, data management and security.
- Manage financial and risk operations; further develop financial and operational metrics tied to the organization's strategy and ongoing development and monitoring of control systems designed to preserve company assets and report accurate financial results.
- Ensure that effective internal controls are in place and ensure compliance with GAAP and applicable federal, state, and local regulatory laws for financial and tax reporting.

Tides External Representative

- Oversee negotiation and administration of real estate and other operating leases.
- Evaluate and establish pricing methodologies, participate in client pricing negotiations, ensuring Tides continued sustainability
- Represent Tides at conferences and strategic events, build on relationships and develop future work for Tides.

Candidate Profile

Tides seeks an outstanding financial leader to build on the successes of the current finance organization and to build and maintain an innovative and agile financial structure able to support the ambitions and challenges of the organization. S/he will have a track record as a hands-on, proactive and engaged partner, and deep experience contributing to the overall strategic and operational dialogue of a complex organization with multiple entities functioning simultaneously.

The CFO will be a strong leader and team player who brings a customer-first focus and attitude. S/he will fully commit to meeting the needs of internal and external clients. The successful candidate will be an excellent leader of people, and act as a player-coach who inspires broader team. The CFO must be collaborative and a strong listener, but also able to give clear direction and act decisively. The successful candidate will be highly effective at building and maintaining positive relationships internally and externally, and working as a productive member of a leadership team. While the technical capabilities across internal controls and financial planning and analysis must be unquestionably strong, the ability to serve as a strategic business partner to all functions of Tides will be of paramount importance. As such, the CFO must naturally build and maintain cross-functional relationships, lead by example, and dedicated to the mentorship and development of the team.

The successful candidate will have impeccable integrity and discretion and will actively promote the values and practice of justice, diversity, equity, and inclusion. This individual will bring an intersectional framework and be well-versed in unconscious bias and privilege. S/he will be able to navigate difference, understand the drivers of equitable and sustainable change, move between cultures, and be a champion for marginalized communities and those that don't otherwise have a voice at the table.

The CFO will have previously managed large finance teams within high-volume financial transactions environment. This individual will bring a successful track record managing the financial strategies for separate business entities and delivering across various aspects of the client's financial experience.

S/he will have a BS in Accounting or Finance, MBA or equivalent advanced degree. A CPA is highly desired.

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

Leadership and Management

- The ability to motivate the team, attract and recruit top talent, delegate effectively, celebrate diversity within the team, and manage performance; widely viewed as a strong developer of others.
- A leader with a high degree of integrity and forethought in making decisions; able to act in a transparent and consistent manner, while always considering what is best for Tides.

- S/he will naturally “roll up his or her sleeves” in order to drive results, and will exhibit low ego and high emotional intelligence. Strong delegator and people manager.
- A leader who is self-reflective and aware of his/her 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.

Setting Strategy

- 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 leader who is viewed by others as having a high degree of integrity and forethought in his/her 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.

Relationships and Influence

- Naturally connects and builds strong relationships with others, demonstrating strong emotional intelligence and an ability to communicate clearly and persuasively.
- Demonstrates a strong commitment to meeting the needs of internal and external clients; ability to deliver exceptional financial and client services.
- Encourages others to share the spotlight and visibly celebrates and supports the success of the team.

Technical Acumen

- The CFO will have a track record of leveraging technology and systems to drive automation and efficiencies across an organization; access and share real-time data to influence collaborative debate and decision making.
- Computer software literacy with NetSuite ERP or other similar Financial ERP software including Microsoft Office Suite as well as broader technology savvy with experience selecting and overseeing software installations and vendor management.
- The ability to direct strategies for real estate and investment management.
- Experience leading, motivating, and mentoring a finance team with internal and external facing functions.

Nomination and application process

Inquiries, nominations and applications are invited. Interested candidates should submit confidentially, in electronic form (Microsoft Word or Adobe PDF files preferred), a curriculum vitae and letter of interest to TidesCFO@russellreynolds.com.

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